REPORT RESUMES

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A PLAN FOR LIBRARY COOPERATION IN NEW HAMPSHIRE. REPORT TO NEW HAMPSHIRE STATE LIBRARY.

LITTLE (ARTHUR D.) INC., BOSTON, MASS.
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DESCRIPTORS- *LIBRARY COOPERATION, *LIBRARY SERVICES, INSTITUTIONS, *NETWORKS, *REGIONAL COOPERATION, HANDICAPPED, LIBRARIES, STATE LIBRARIES, COOPERATIVE PROGRAMS, AUTOMATION, STATE AGENCIES, NEW HAMPSHIRE,

AS A STEP TOWARD IMPROVING SERVICES TO ALL USERS, THE NEW HAMPSHIRE STATE LIBRARY SPONSORED A STUDY OF BOTH THE SYSTEM OF LIBRARIES IN NEW HAMPSHIRE AND THEIR RESOURCES. THE STUDY ITSELF IS LIMITED TO THE POSSIBLE COORDINATION OF THE RESOURCES OF ALL TYPES OF LIBRARIES (PUBLIC, SPECIAL, SCHOOL, ACADEMIC) IN A WAY WHICH WILL MAKE THEM MORE READILY AVAILABLE TO THE LIBRARY PATRON, AND TO THE IMPROVEMENT OF SERVICES IN INSTITUTIONS AND TO THE HANDICAPPED. THE RECOMMENDATIONS DEVELOPED ARE BASED BOTH UPON AN EVALUATION OF THE LIBRARY SYSTEM AND UPON PRACTICES IN OTHER FIELDS, SUCH AS EDUCATION AND COMMUNICATIONS. THEY ARE DIVIDED INTO FOUR AREAS--(1) INTERLIBRARY COOPERATION, FOR WHICH THE RECOMMENDATIONS ARE FOCUSED UPON STRENGTHENING INTERLIBRARY LOAN PROCEDURES, DEVELOPMENT OF COLLECTIONS OF NON-BOOK MATERIALS, INCLUSION IN THE SYSTEM OF RESOURCES AVAILABLE IN LIBRARIES OTHER THAN PUBLIC LIBRARIES, AND GIVING GRANTS TO THOSE LIBRARIES WHOSE RESOURCES ARE HEAVILY USED BY OTHER LIBRARIES, (2) LIBRARY SERVICE TO INSTITUTIONS, WHICH INCLUDES A SUGGESTION TO STRENGTHEN THE INSTITUTIONAL LIBRARIES AND ALSO TO MAKE OTHER LIBRARY RESOURCES MORE ACCESSIBLE TO THEM THROUGH THE ESTABLISHMENT OF AN ADVISORY COUNCIL AND THE APPOINTMENT OF A PROFESSIONAL LIBRARIAN TO WORK CLOSELY WITH IT, (3) LIBRARY SERVICE TO THE HANDICAPPED, FOR WHICH IT IS PROPOSED A LIBRARY AT THE STATE LEVEL BE STARTED WHICH WOULD BE AN INTEGRAL PART OF THE STATE-WIDE NETWORK OF LIBRARIES, AND (4) POSSIBLE REGIONAL COOPERATION THROUGH A NETWORK OF NEW ENGLAND LIBRARIES. THE ADDENDA TO THE REPORT IS A SUGGESTED PLAN OF ACTION FOR LIBRARY COOPERATION IN NEW HAMPSHIRE. (CM)

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A Plan for Library Cooperation in New Hampshire

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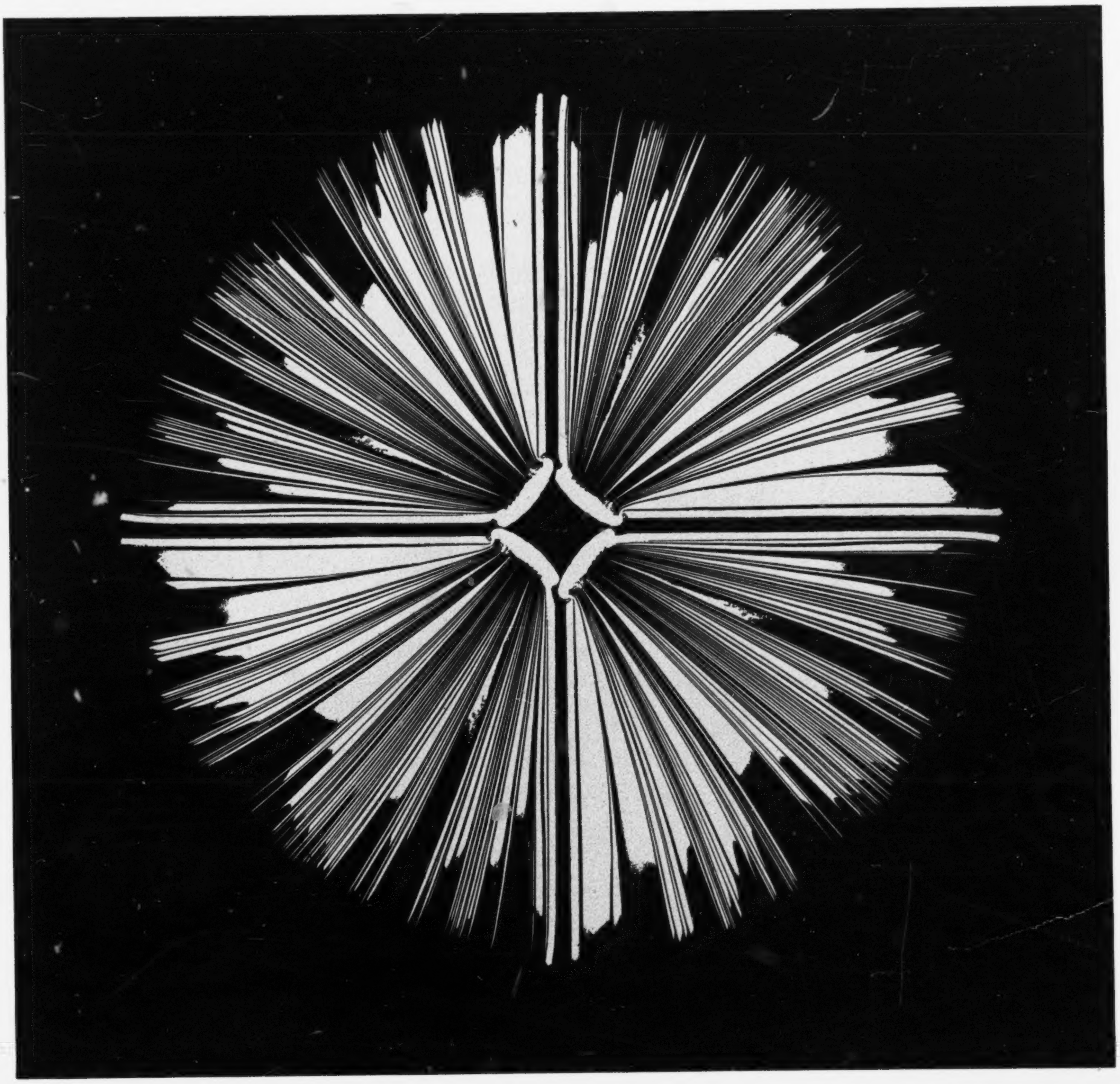

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U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
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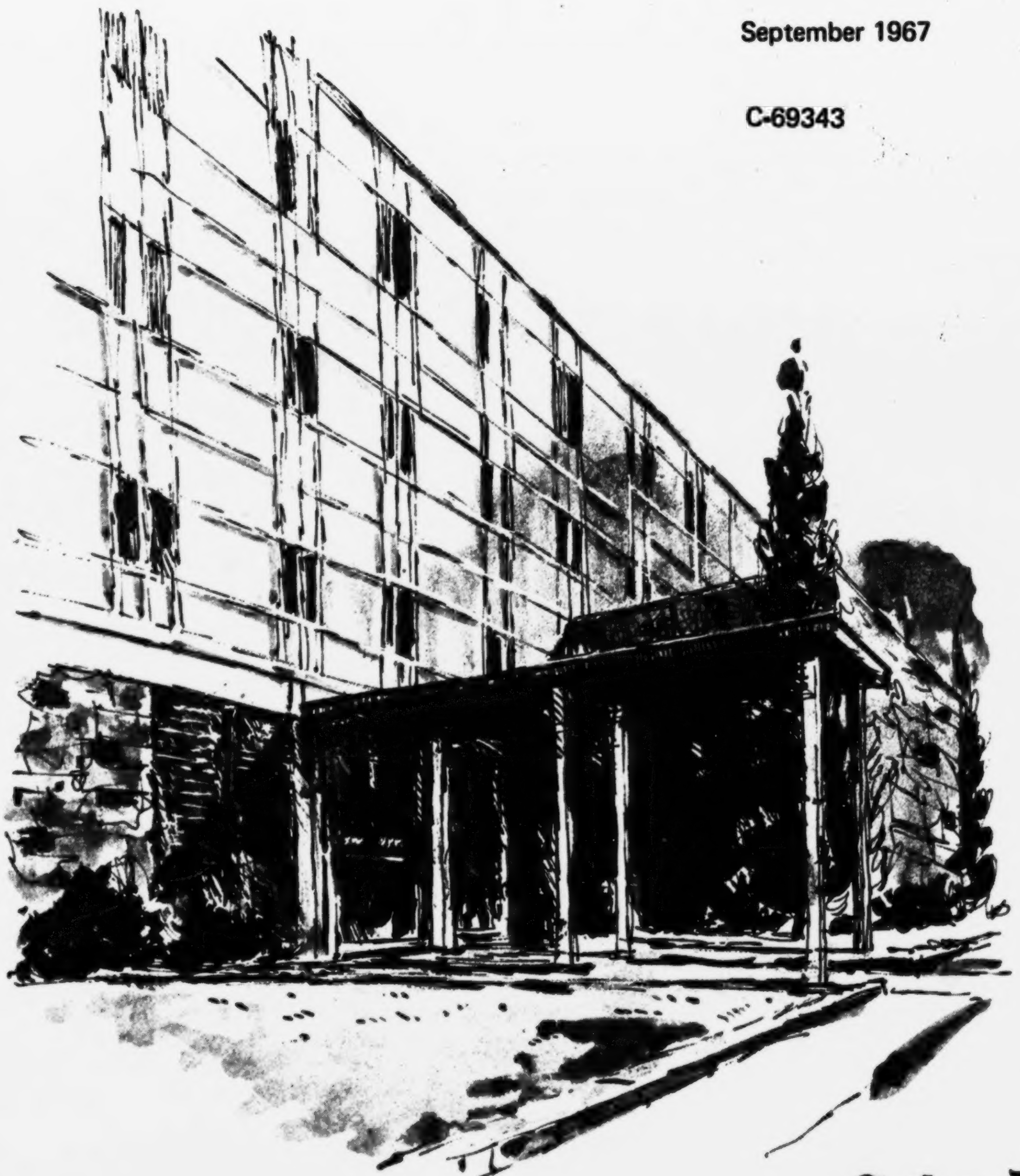
A PLAN FOR LIBRARY COOPERATION IN NEW HAMPSHIRE

Report to

NEW HAMPSHIRE STATE LIBRARY

September 1967

C-69343



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SUMMARY

A. PURPOSE AND SCOPE

The State of New Hampshire is planning to undertake a long-range program of improvement in its library system. In particular, New Hampshire wants to improve reader service by coordinating the resources of its many libraries in a way which will make them more fully and readily available to library patrons, and by extending more effective library service to institutions and to the handicapped.

As an initial step in this task, the New Hampshire State Library has asked Arthur D. Little, Inc. (ADL) to conduct a study of the library system and resources and to recommend a long-range program to meet the above objectives. Our assignment was limited to those aspects of library service covered by the following titles of the Library Services and Construction Act of 1966:

> Title III. Plan the policies and objectives for the systematic and effective coordination of the resources of school, public, academic, and special libraries and special information centers for improved services to clientele.
>
> Title IV-A. Plan the policies and objectives for the establishment or improvement of library services in residential training schools, reformatories, penal institutions, orphanages, or general or special institutions or hospitals operated or substantially supported by the state.
>
> Title IV-B. Plan the policies and objectives for the establishment or improvement of state plans for library services to physically handicapped persons, including the blind and the visually handicapped, certified as unable to read or to use conventional printed materials as a result of physical limitations.

To assist us in conducting this study, the New Hampshire State Library supplied us with extensive data on the library system. To supplement this, we interviewed 54 libraries, library officials, administrators of institutions, and other interested citizens of New Hampshire. Appendix A of this report is a statistical survey of New Hampshire's libraries; Appendix B lists the persons we interviewed.

The recommendations which we have developed are based upon an evaluation of the library system and its needs, in the light of criteria established within the library profession and advanced practices in education, communication, and the retrieval of information. Appendix C shows the funds potentially available under Titles III, IV-A, and IV-B to implement these recommendations.

Thanks are extended to the members of the Advisory Committee for this study for their assistance in defining the parameters of the study and their constructive comments during the course of the work. The following persons were members of the Advisory Committee:

Type of Library or Service	Name	Affiliation
School	Mr. Delevan E. Whaley, Jr.	Concord High School Library
College	Sister Albina-Marie	Rivier College Library
	Miss Adelaide Lockhart	Dartmouth College Library
	Mr. Donald Vincent	University of New Hampshire Library
Public	Mrs. Merton Cotton	Laconia Public Library
	Mrs. Lois Markey	Concord Public Library
	Mrs. Erwin W. Shaw	Gordon-Nash Library
Institutions	Mr. John H. Farnum	State Prison
	Dr. Francis J. Kasheta	Glencliff Sanatorium
	Mrs. Margaret MacKown	New Hampshire Hospital
	Mr. Arthur E. Toll	Laconia State School
Handicapped	Mr. Bruce Archambault	Vocational Rehabilitation Office
	Mr. Carl Camp	Service to the Blind, Division of Welfare
	Mr. Manfred F. Drewski	Special Education Office, State Department of Education
	Mr. William Patten	New Hampshire Association for the Blind

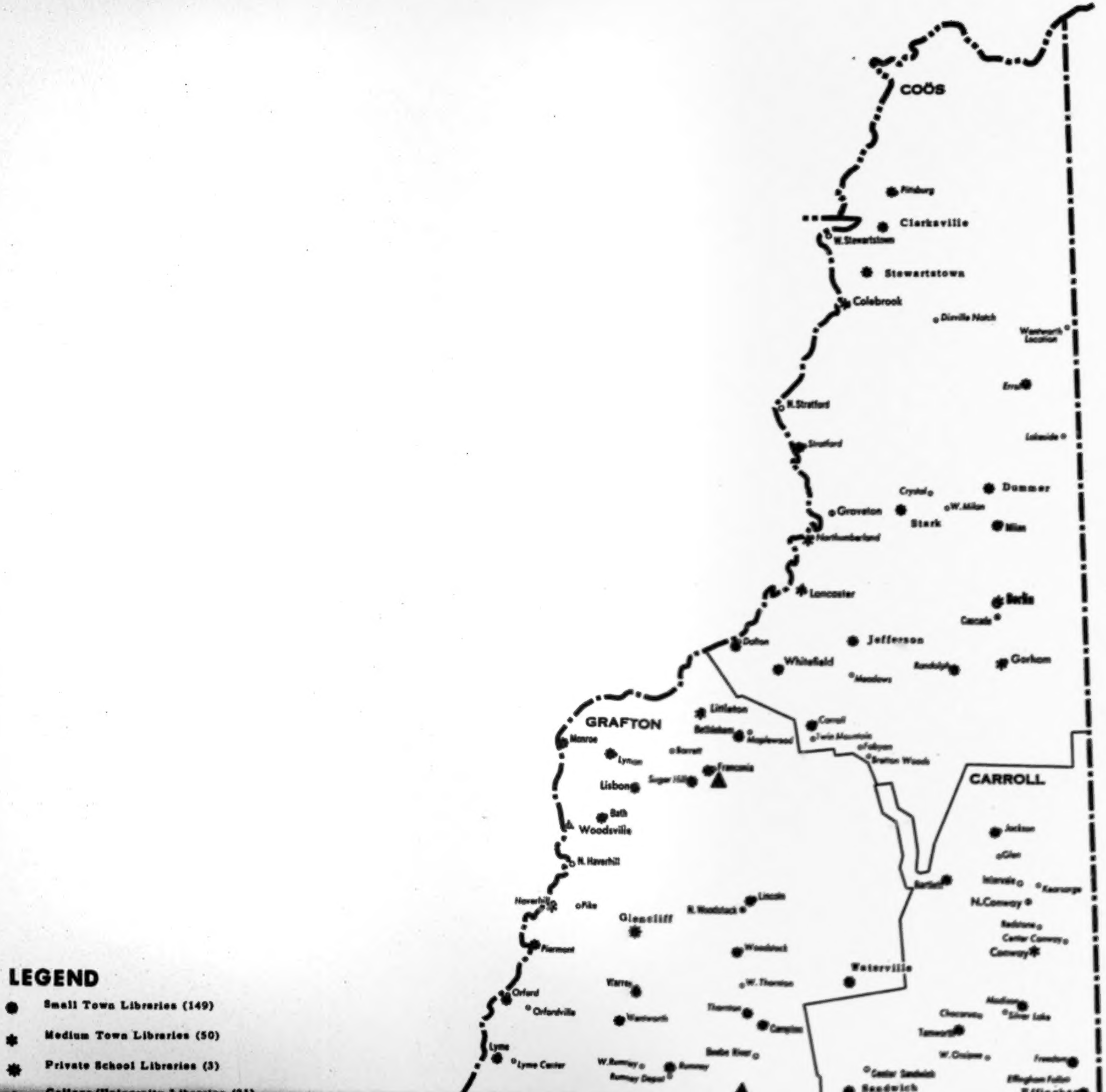
The Arthur D. Little, Inc., team involved in this study included:

Mr. Walter Curley, Case Leader
Mr. William Griswold
Miss Judith Campbell
Mr. Lloyd Ferguson

Mrs. Patricia Finnegan
Miss Carolyn Heller
Miss Ruth Whittlesey

B. CONCLUSIONS AND RECOMMENDATIONS

Figure 1 shows New Hampshire's present network of libraries. There are more than 300 libraries in the state, the majority of which are very small. New Hampshire should attempt to coordinate the resources of these libraries to make them more fully available to patrons. In addition the State should establish a closer association between its library network and institutional libraries and should incorporate into its system library services to the handicapped.


COÖS
Pittsburg
Clarksville
W. Stewartstown
Stewartstown
Colebrook
Dixville Notch
Wentworth Location
Errol
N. Stratford
Stratford
Lakeside
Crystal
Dummer
W. Milan
Groveton
Stark
Milan
Northumberland
Lancaster
Berlin
Cascade
Jefferson
Dalton
Whitefield
Randolph
Gorham
Meadows
Littleton
GRAFTON
Carroll
Twin Mountain
Fabyan
Bretton Woods
Bethlehem
Maplewood
Monroe
Lyman
Barrett
Franconia
Lisbon
Sugar Hill
CARROLL
Bath
Woodsville
Jackson
Glen
N. Haverhill
Bartlett
Intervale
Kearsarge
N. Conway
Haverhill
Pike
Lincoln
N. Woodstock
Glencliff
Redstone
Center Conway
Conway
Piermont
Woodstock
Waterville
Warren
W. Thornton
Orford
Orfordville
Wentworth
Thornton
Campton
Madison
Chocorua
Silver Lake
Tamworth
Lyme
Lyme Center
W. Rumney
Rumney
Rumney Depot
Beebe River
W. Ossipee
Freedom
Center Sandwich
Sandwich
Effingham Falls
LEGEND
● Small Town Libraries (149)
Medium Town Libraries (50)
Private School Libraries (3)

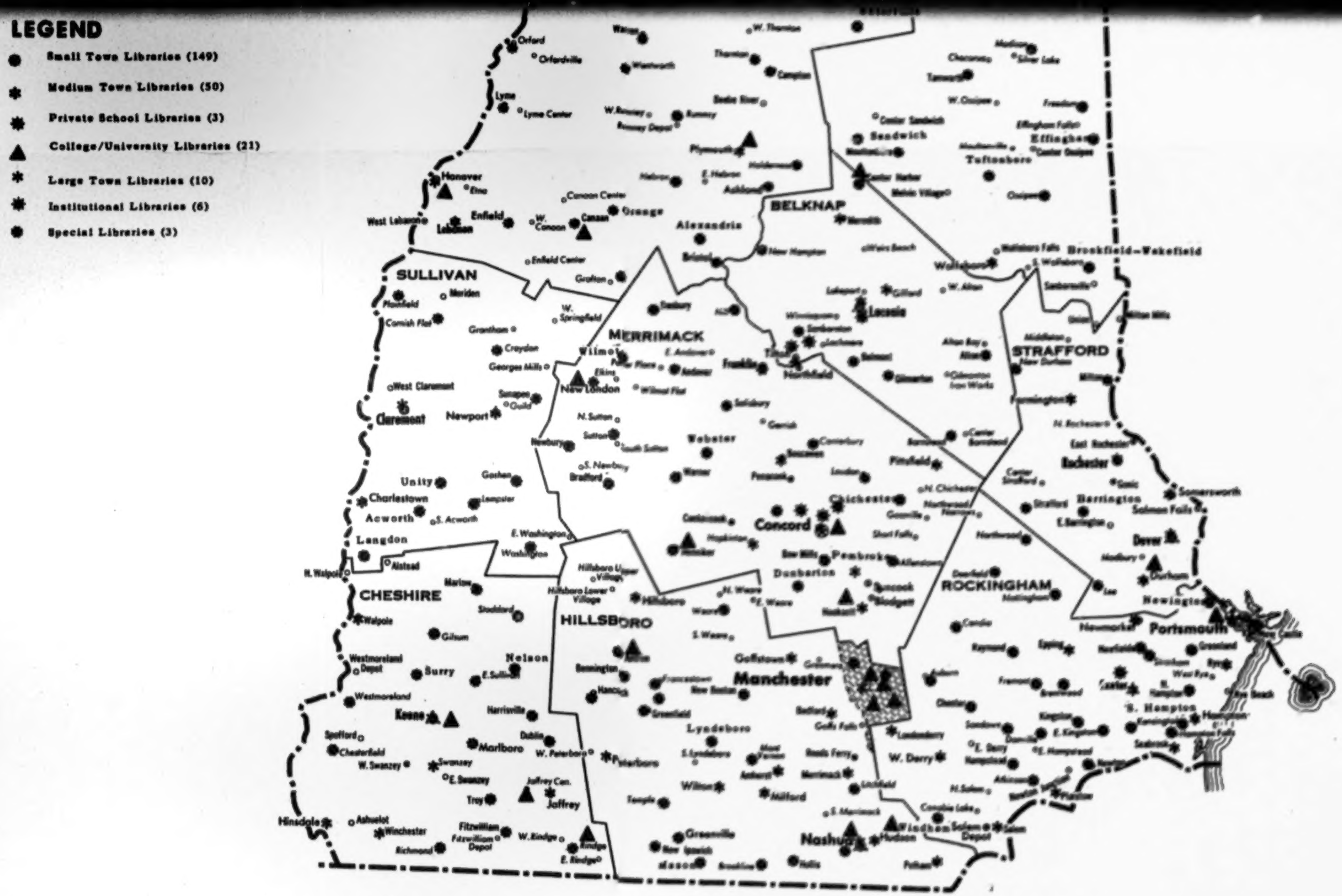

LEGEND
● Small Town Libraries (149)
✱ Medium Town Libraries (50)
✱ Private School Libraries (3)
▲ College/University Libraries (21)
✱ Large Town Libraries (10)
✱ Institutional Libraries (6)
● Special Libraries (3)
SULLIVAN
MERRIMACK
BELKNAP
STRAFFORD
CHESHIRE
HILLSBORO
ROCKINGHAM
Hanover
Lebanon
West Lebanon
Enfield
Canaan
Orange
Alexandria
Sandwich
Effingham
Tuftonboro
Brookfield-Wakefield
Wolfeboro
Laconia
Franklin
Wilmot
New London
Claremont
Newport
Unity
Charlestown
Acworth
Langdon
Webster
Concord
Chichester
Pembroke
Dunbarton
Rochester
Barrington
Somersworth
Dover
Durham
Newington
Portsmouth
Nelson
Surry
Keene
Marlboro
Jaffrey
Peterboro
Lyndeboro
Manchester
Goffstown
Nashua
Hudson
W. Derry
S. Hampton
Hinsdale
Winchester
Greenville

FIGURE 1 MAP OF NEW HAMPSHIRE'S LIBRARY SYSTEM

1. Interlibrary Cooperation

With the vast increase in demand for information of all kinds which has become evident in recent years, libraries have assumed great importance as repositories of information. It is no longer possible for a local library with a small collection, or for that matter any library, to meet all the needs of its patrons without help from other libraries. We propose that New Hampshire strengthen its library system through measures to coordinate library resources, as outlined below.

a. Communication

We recommend that the exchange of information among libraries be strengthened by:

- Computerization of the Union Catalog and establishment of a computerized Union List of Serials.
- Installation of telephones in all libraries and of teletype facilities in research and resource centers.
- Acquisition of Xerox or other reproduction equipment by the resource libraries and the large- and medium-sized public libraries, and of a facsimile installation by the State Library for communication with other state networks.

b. Additional Areas of Cooperation

We propose the following steps to strengthen library resources and make them more easily and quickly available to readers:

- Improvement in the system of interlibrary loan, including use of telephone or teletype, a "triangle" system of delivery in which books are sent directly to the requesting library, extension of ILL service to high school students, a program of computerized bibliographic searches using abstracting and indexing services, and publicity to the effect that ILL is a right rather than a privilege.
- Development of improved collections of nonbook material such as periodicals, records, and visual materials, including some coordination of the purchase and storage of periodicals, and a collection of periodicals on microfilm.
- Institution of a common borrower's card.
- Establishment of truck delivery among the research and resource libraries, and of a pilot program of truck delivery for one year among all libraries in a selected region to determine if this service should be extended to other regions.
- Expansion of bookmobile service so that each district has two and eventually three bookmobiles, and visits to each stop are made once a month and eventually twice a month.

- Institution of a program of cooperative book selection among the libraries surrounding each of the twelve service centers, whereby each library, in addition to its regular collection, purchases books for depth coverage of a particular subject area.
- Establishment of a centralized ordering and processing center, possibly in cooperation with the State of Vermont.
- Appropriation of the funds necessary for complete implementation of the present service center program.

c. Working with School, University, and Special Libraries

Cooperation between the State Library and these libraries should include:

- Coordination of school libraries into a statewide system, which is closely associated with the State Library network, particularly in regard to use of ILL by high school students.
- Installation of teletype facilities in college libraries to speed up ILL service to them, and compensation to these libraries for their disproportionate contribution to the ILL program.
- Use of reproduction equipment to make available to the public the holdings of special libraries.

d. Use of Resources

We propose the following measures toward improved use of the resources available to the library system:

- Grants of $2500 annually to the major resource libraries – the Nashua, Concord, and Manchester Public Libraries, and Dartmouth College and the University of New Hampshire – plus an additional $2500, or $2 per ILL search (whichever is greater) for Dartmouth and the University of New Hampshire.
- Establishment of a clearinghouse for technical requests at the State Library and a Technical Center at the University of New Hampshire in cooperation with the New Hampshire State Technical Services Program, which should furnish $5000 annually to fund the Center.
- Cooperation with Vermont and New York State in interlibrary loan and other activities.

e. Library Staff

We suggest the expansion of programs for the in-service training of librarians, increased exchange of personnel among libraries, and an enlarged staff of consultants.

f. Publicity

We suggest that publicity efforts by libraries be increased, with assistance and advice from the State Library's Public Relations Program.

g. Budget

The additional costs of implementing these proposals should come to about $285,000 annually. In the first year, however, about $90,000 would make possible the initiation of the most urgently needed measures.

2. Library Service to Institutions

We recommend the following measures toward strengthening institutional libraries and making the library resources of the state more fully available to them:

- Establishment of an Advisory Council for Institutional Libraries, with representatives from each institution, as a forum for discussing the problems of these libraries and formulating suggestions for their solution.
- Appointment by the State Library of a professional librarian as State Institutional Library Coordinator, to work closely with the Advisory Council.

The annual cost of improved library service to institutions should be about $55,000.

3. Library Service to the Handicapped

We recommend that service to the handicapped be integrated as fully as possible with the state network of libraries. In particular, we suggest the following:

- Establishment of a state library for the handicapped to hold the various special materials for blind or otherwise handicapped persons which are now available from the Library of Congress and other sources, or which may be obtainable with additional funds.
- Integration of this library with the state library system, so that local librarians throughout the state can meet the library needs of the handicapped, including certification of the handicapped for use of special materials.
- Vigorous publicity efforts to inform the handicapped of the services available to them.

The annual operating cost of a state library for the handicapped should initially be about $40,000. If the number of users increases greatly, the cost may rise to $50,000 or $60,000 annually.

5. New England Library Network

We propose that New Hampshire join the other New England states in an exploration of the possibility of regional library cooperation. This might take the form of a regional center through which information and resources could be exchanged among libraries in all of the participating states.

I. COORDINATING NEW HAMPSHIRE'S LIBRARY RESOURCES

A. INTRODUCTION: THE INFORMATION EXPLOSION

About a decade ago, the term "information explosion" was coined. It raises pictures of a burgeoning publishing industry, extensive research on college campuses, documents on microfilm, computer storage and retrieval facilities, statistical reports, abstracts, summaries, and printed material on every conceivable subject. Citizens of New Hampshire, as well as every state of the Union, are caught up in a growing interest in the world and its activities. Science and technology make daily discoveries about the physical wonders of the universe. Political involvement demands knowledge of distant countries as well as one's own town and state. Literature and the arts continually expand our cultural horizons. None of this new information has arisen spontaneously; it has been stimulated by modern man's "need to know"–his growing need for facts to guide him in making decisions, his curiosity about the world around him, and his interest in new ideas and means of expression.

To meet modern needs adequately, it is imperative that libraries be at the top of the information scale, having access to a vast fund of information, the ability to supply it quickly, and a system for informing *potential* users of the resources at their disposal. To use an analogy from business, libraries must not only dispense their product (information), but develop new "markets" as well.

Traveling through New Hampshire, one cannot help but see evidence of growth. The cities in the southern part of the state are rapidly expanding. Old industries are diversifying, and new companies are being organized. New housing testifies to an increasing population. Schools are being built and educational systems reorganized along regional lines to meet new demands for the most up-to-date methods of teaching. New colleges are being founded to offer higher education to the young people of the state. With these developments comes a new emphasis on individual research, a turning to the libraries for information necessary to a good high school as well as college education and a well-rounded background for all persons.

In some ways, New Hampshire libraries are to be commended for their attempts to meet these new demands. One cannot but be impressed by the active interest some citizens are showing in the work of their libraries. This is evident in the work of trustees and Friends of the Library, as well as librarians themselves. In some towns there are vigorous building and expansion programs, and efforts to increase funds for more books and other supplies. The State, too, is aiding the work by encouraging the establishment of service center libraries and by offering financial grants to those libraries which show a willingness to help themselves.

Yet despite this effort, much remains to be done. The majority of the libraries are still undersized, with small book collections, extremely limited hours of service, and minimal arrangements for cooperating with their neighbors in order to provide optimal service to all. While we sincerely appreciate the importance of independence and individual initiative, it is the firm belief of this study team that until the libraries of New Hampshire have learned to share their resources and plan their work with reference to the work of others, the citizens of the state will not receive all the benefits of library service which they deserve. Communication and cooperation are the key words in building New Hampshire libraries to a true position of strength.

B. COMMUNICATION

The key to effective cooperation among libraries is the establishment of a full and efficient communication network. Librarians should have immediate access to up-to-date information on the availability and location of materials anywhere in the library system, and should be able to confer with librarians elsewhere in the system without confusion or delay. The most important tools for these two kinds of communication are discussed below.

1. Computerization of the Union Catalog and Establishment of Computerized Union List of Serials and Special Catalogs

Every local librarian knows the importance of her own library's card catalog in guiding readers to the information they seek. But knowledge of the holdings of others is also necessary. In New Hampshire, the State Library usually handles this aspect of the information process. Good service will be provided when the "finding tools" allow rapid and efficient location of books and other media.

The Union Catalog, begun in 1935, is maintained by the State Library in Concord and contains a listing of most of the nonfiction titles held by the State Library and the larger libraries in New Hampshire. This tool is of immense value to the libraries of New Hampshire, in facilitating both interlibrary loan and reference activities. However, several conditions hinder optimum use of this tool. For one thing, books are indexed by author's name only. Local users may often know a book's title but not the author. If the State Library's reference librarian is not familiar with the title, the search may be forced to come to an end.

Double entry (by title and author) in the Union Catalog as it now stands, however, would be extremely difficult. It is a card catalog of great bulk already, with accessions continually augmenting its size. To double the number of cards by adding title entries would increase the difficulty of upkeep out of proportion to the benefits derived. But modern information handling systems can be used to advantage in New Hampshire to help solve the problem.

Transferral of the Union Catalog from cards to machine-readable tape will require an expenditure to time and money, but we feel that the long-term benefits will warrant the expense. Computer tapes can store great quantities of information in very little space. They are capable of continual updating, and searching can be done automatically, thus freeing the reference librarian for more specialized work. Accessions information will be readily available, too, from the cataloging department of the proposed bi-state processing center (discussed in Section D-2). During the conversion process, title entries can be added with relative ease. Subject listings are another vital need. They are essential to the conduct of literature searches, an activity which is receiving increasing emphasis in the state. Computerization will further allow for a rapid printout in book form, which may be useful for the large libraries. The potential use of such a printout by college and university libraries is discussed in Section E-2 of this chapter.

Although the present level of use of the Union Catalog may be within workable limits, New Hampshire can expect substantial increases during the next several years, both in the number of books held within the state and in the amount of ILL use. The present manual catalog will soon be strained beyond capacity. The State Library should plan to automate now before a crisis situation develops. In this way, service will be uninterrupted and will soon be speeded to suit the needs of modern New Hampshire.

There are several possible means of converting the Union Catalog to computer form. One way (the conventional method) would be to keypunch the files and store the information on magnetic tape or disc at a local computer center – in this case, probably the state computer center. Another approach is to use a computer console to send catalog information to a remote terminal which would maintain the files on a time-sharing basis. This terminal would perform text editing and would place the updated catalog on magnetic tape which would be returned to the State Library each month. A unit located in Boston is a logical possibility to complete the conversion in this manner. The University of Buffalo is conducting a project somewhat similar to this, and with their permission, representatives of the State Library would be well advised to visit that center. As a rule of thumb, the cost for conversion, using most efficient means available, should run about 75¢ per title. In addition to these two alternatives, MARC tapes could be stripped and checked against the existing files to reduce input efforts. Costs of computerization might be shared with Vermont, which is also planning to automate its Union Catalog.

Concurrent with this improvement of the Union Catalog, a Union List of Serials should be developed. The periodical holdings of the state have been generally neglected in the past. Personal knowledge or chance are the main tools now used in locating required journal articles. This is by no means a good situation, especially since research is depending more and more on periodical literature. A general survey of the state should be made to determine what periodicals are available, where they are held, and how long a series of each title is maintained. Since the Union list of Serials will be an initial effort, it will be easiest to put it in computer form from the outset. The computerized list could be used as a purchasing tool; with it the State Library might assume the task of ordering periodicals as a service to local libraries.

Another area of catalog work which the State Library might wish to consider would be a listing of holdings in special libraries which do not loan their books but do allow them to be photocopied. This would probably tie in with the work of the technical clearinghouse, which is discussed in Section F-2 of this chapter. Such holdings should be designated in the Union Catalog by a special code. Other codes should be worked out to indicate nonbook material of various forms, such as doctoral theses, government documents, industrial bulletins, etc.

2. Telephones, Teletype, Reproduction, Facsimile

a. Telephones

Every library in the state should have a telephone. This should be at local expense, since it will be of general benefit to the local patrons of the library. Budgetary restraints often make this difficult for small libraries, but it should be a very definite goal. In relation to local service, its advantages are many. The library is not only a building, but an information service which should reach into the community from many directions. If a trip to the library is not possible, patrons should feel free to telephone for reference questions, to renew a book, etc. The sick or infirm, or for that matter anyone else, could call to ascertain if a book is available and then make arrangements for a friend to obtain it.

In addition, the librarian will want to use a telephone to contact other libraries in the area and the local service center library for information on books and resources. Interlibrary loan requests should be phoned to the State Library, rather than mailed. While some local users may not presently consider speed as essential, speed will certainly become increasingly important as time goes on. Nonusers, too, may be staying away from the library precisely because they feel that their information needs cannot be met adequately with present practices.

The State Library should obtain a credit card telephone number which will allow librarians throughout the state to contact them free of charge. This should be used for reference questions and ILL activities. Service centers may also wish to consider having a credit card number so that affiliated libraries can call them without charge. A portion of this cost should be carried by the State Library. The present WATS system, used by the State Library to maintain communication with the large libraries, has been greatly appreciated by these libraries, for they know that their needs will be dealt with on a daily basis. The main drawback lies in the fact that they must wait for a certain time in the day when the State Library will call, and must have all their requests ready at that time. Since, however, even with this restriction, they have found the telephone to be of good service, the concept should certainly be extended to all libraries of the state. The greater the ease of participation in statewide services, the more these services will be used and extended to the local level.

b. Teletype

The State Library, the four district centers, a few service centers, and the large resource libraries should be equipped with teletype installations. These institutions are the libraries most likely to be in frequent communication with each other to ascertain the availability of material, to deal with questions of interloan, and to disperse information to the smaller libraries. Teletype will provide the means for lateral communication among these centers, as well as from each to the State Library. This cost should be shared, half by the individual library and half by the state.

c. Reproduction

College and special libraries, and all large and medium-sized public libraries should be encouraged to obtain Xerox or other reproduction equipment if they do not already have it. As the need for information grows, it is quite often periodical articles which are in the greatest demand, and few libraries wish to lend periodicals. It ought, therefore, to become standard procedure to reproduce desired articles whenever a copy is desired. Reference material may also be dealt with in this manner, by copying only that portion of the text which is required, and mailing it to the requestor. We take into account the fact that the copyright laws are now under discussion in Congress, but it is reasonable to believe that reproduction activities will continue to hold an important role in library service, whatever the final outcome of the legislation may be.

d. Facsimile

The State Library should obtain a facsimile installation which will serve the interests of all libraries in the state. Facsimile transmission for libraries is still in experimental stages, yet its worth has already been demonstrated where it is in use. The library network of New York State is presently engaged in facsimile work, and another New England state may soon obtain transmission facilities. It would certainly be of benefit to New Hampshire to have one outlet which would connect it with the library resources of these neighboring states, as well as with national library centers. Facsimile provides printed copies of material housed in distant locations within a matter of minutes. At the present time, this should certainly be of use to the universities and special libraries of New Hampshire, if not to the smaller public libraries. Use of the service should be on a fee basis, to be determined by the cost of materials and amount of use.

C. ACCESS TO LIBRARY RESOURCES

"Every individual has a right to benefit from the record of what is known, whether he lives in a big city, a suburban community, a small town, an unincorporated area, or a rural district. Even though local resources are limited, public officials and librarians have the responsibility for providing access to full library service, through a suitable and effective structure of cooperation and government."[1]

This is a statement with which few librarians would disagree. It represents the broad aims of all public library service. The final phrase, however, ". . . through a suitable and effective structure of cooperation and government," is the vital point. Because more than 70% of the public libraries in New Hampshire are located in towns with a population of less than 2000, local funds are necessarily limited, and extensive growth in the near future is unlikely.

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[1] "Standards of Quality for Public Library Service," a draft report of the Basic Committee on Standards. ALA. p. 1.

Yet if one subscribes to the ideals stated above, "public officials and librarians have the responsibility for providing access to full library service." New Hampshire is indeed fortunate in this respect in that it has a strong State Library which is able to offer many services to the libraries of the state. Each library, large or small, does have access to the resources of the entire library network. However, it is vital that these resources be both expanded and made more readily and quickly available than at present. Cooperative programs must be built to strengthen the system's resources and facilitate their circulation so that all library patrons may benefit fully from them.

1. Interlibrary Loan

Each library serves a specific group of patrons. The needs of these patrons vary from community to community. Still greater differences in readership are encountered when dealing with various types of libraries. A public library, for instance, must serve broad interests, while a college library requires research materials, and an industrial library concentrates on particular business concerns. Yet the basic goal is the same: to provide information. In many cases, while emphasis varies, certain needs are common. A college student doing research on Daniel Webster will certainly want to consult the Franklin Public Library, or a local physician may desire material from the Dartmouth Medical School Library. While school libraries remain in the early stages of development, high school students will certainly want to use the resources of both public and college libraries.

Many of the libraries in the New Hampshire system are very small. Even a large library must rely on assistance from others, as the high borrowing figures of Dartmouth or Nashua Public (400 during the past year) demonstrate. With the American publishing industry producing more than 25,000 new titles per year, no single library can possibly keep up with the growth of knowledge. The librarian with a limited budget must use the utmost consideration when determining which books will be ordered during the year. It is extremely difficult for a public librarian in these cases to provide her patrons with a broad variety of reading material, while depth in subject material is still more difficult to achieve.

All this points to the need for reciprocal arrangements between types of libraries. While it is important to have the resources on hand to serve one's own patrons, research material should not be unduly guarded from outside use. Every attempt should be made to allow open use of materials within a library, and borrowing arrangements should permit efficient circulation to patrons and other libraries.

For many years, throughout the country, interlibrary loan has been considered a privilege of libraries; however, it should really be thought of as a necessity. Yet many librarians in New Hampshire are not aware of the benefits available to their clientele through this service. Some of the librarians interviewed during our survey did not even know what ILL is. They are familiar with the work of bookmobiles and are delighted with this aid in augmenting their collections, but were unapprised of the fact that specific books could be requested through the State Library to meet particular reader needs. If librarians themselves are unfamiliar with the service, one wonders how many readers in the state are also uninformed about ILL. An all-out effort should be made to inform the public of the availability of this service. People should know that ILL is a legitimate means of obtaining information not found in the local library, whether this information concerns hobbies, history, or heirogliphics. If a book is of interest to them, they have a right to ask that it be obtained. In this regard, we most urgently recommend that ILL be made available to high school students. Section E-1 of this chapter discusses this recommendation more fully.

At the same time, librarians must begin to regard ILL as a routine aspect of library service. Completion of the State Library ILL form is all that is now needed to initiate a request, and eventually requests will simply be made over the telephone. All that is needed is knowledge of the author and title of the book; if either is not known, a call to the local service center should provide the necessary information. Computerization of the Union Catalog, discussed in the previous section of this chapter, will speed up and simplify the identification and location of books. Once the book has been received by the requesting library, contacting the reader and keeping track of the loan period is a simple circulation procedure. Books can be returned through the mail, and the State Library should provide instructions on packaging and mailing requirements. Once these simple operations are fully understood,interlibrary loan should never be a burden to librarians, whether they care for a large, medium, or very small library.

The State Library should be prepared to conduct sophisticated bibliographic searches as a part of its service. It should make use of abstracting services and indexes on microfilm and magnetic tape to supplement existing efforts.

2. Periodicals and other Media

Essential to the information service which libraries should provide are not only books, but also periodicals and other media such as records, films, maps, or art. The New Hampshire libraries must concentrate on integrating these various types of sources.

Quite often an article is even more important than a book, especially to the college or high school student, as well as the businessman, doctor, or teacher, or any professional working in specialized or frontier areas, where periodicals are the sole source of information. To meet this demand, specialized and university libraries usually have especially good collections of periodicals. Many public libraries, however–particularly some medium-sized and most small ones–do not have an adequate number of subscriptions to periodicals and newspapers to offer their readers.

Storage is a large part of the problem for a library that wants to offer a varied selection of periodicals and also to maintain back files of these publications. Another problem is the reluctance of those libraries with good collections to lend periodicals. To deal with these problems, we suggest (1) cooperative planning of sections for periodicals, (2) a Union List of Serials (discussed above), (3) some means of reproduction for those large libraries with significant collections (also discussed above) and (4) increased microfilm services.

At the present time in New Hampshire, most libraries have some periodicals; some collections are of course more comprehensive than others. The most specialized periodicals are held by university libraries, special libraries such as Sanders Associates, and some public libraries which have responded to a particular local request. The State Library should find out just what periodicals are available, ask appropriate libraries to subscribe to additional periodicals if there are any necessary for the "State" collection or for an area where perhaps a duplicate copy is needed, and set up a plan specifying certain standard periodicals which should be available in each service center. In addition to those required titles, each library will be free to offer whatever periodicals its public demands. Moreover, through the use of the Union List of Serials, each library will be able to find out quickly whether certain publications are available in New Hampshire, and if so, where.

The State Library should also assign each library an appropriate number of periodicals to store. Knowledge that another library is storing back issues of a particular periodical frees other holders to dispose of old issues, thus opening up valuable library space. Institutions would be most beneficial recipients of such old magazines.

A bank of periodicals on microfilm should be added to the collection of the State Library which would complement the holdings of other libraries within the State. After the initial investment, only modest expenditures will be required to provide current issues. As microfilm services are increased, the need for storage space will decrease and only historically valuable magazines will have to be kept.

Documents and pamphlets issued by the U.S. Government are another important library resource. The University of New Hampshire is a government depository library and has tremendous holdings of such materials, which are not being fully exploited. This collection should be widely publicized and should form a cornerstone for an effective interlibrary loan program.

While written materials will probably always remain our main sources of knowledge, information can be found in many forms. The library system should strengthen its holdings of other media. As a beginning, many libraries should develop or start a record collection, and inform the public of its availability. Small public libraries should not generally attempt to move into this field, for it would increase the dispersion of already limited funds, which are needed much more critically for books and periodicals. There are some medium and large public libraries which do have records, but more which do not. Most of the large or newer high schools have a collection of records, and most of the colleges have records, if not in their library then in their music department. But in many institutions where there is a great need for records there is either no collection or a poor one. The state should work toward promoting cooperation among the different types of libraries in sharing their records and should also consider including records in its bookmobile service in order to offer the people of New Hampshire a wider selection.

Films are already available to libraries through a cooperative plan between New Hampshire, Maine, and Vermont. These films should be publicized to the libraries and – though the libraries – to the people.

The use of other nonbook material has already gained acceptance in work with children–globes, pictures, dolls, filmstrips, etc.–and there is a growing interest in such materials for serving adults. Only a few libraries in the state maintain art collections, and still fewer are willing to lend these pictures. While the adult portion of a library may contain many stacks of books, one rarely finds physical artifacts of a country in the travel section, or examples of early tools and clothing in the colonial history area, not to mention collections of tapes, maps, photographs, and prints. If the library is to be an effectual resource in meeting man's "need to know," it must provide the public with all the forms of information at its command and satisfy an inquiring mind with visual, audio, and tactile, as well as written, material. Further, it should publicize the fact that it is truly a multimedia information center and not simply a place where one can obtain books.

3. Common Borrower's Card

Efforts to establish criteria for a common borrower's card should be continued, and a workable plan should be put in operation as soon as possible. Many libraries in New Hampshire already accept the concept of free access, allowing non-residents to use their facilities if they request the privilege. This practical arrangement should be standardized and extended to as many libraries as possible. The fear of sudden dispersal of one's collection with no system of control is generally without basis. Boston University, for instance, which has a completely open borrowing policy, has had good success with this system. Changing economic patterns of towns and a mobile population often make it more feasible to use a library located where one works or shops rather than the library of one's own town. To some extent, these factors are being dealt with through the borrowing policies of the service centers and those libraries affiliated with them. This program should be strengthened and continued.

4. Delivery Service

Recognizing the desirability of speed in the transfer of ILL material, we have considered various forms of book delivery. In some states, it has been found useful to have daily truck delivery service among libraries of a particular locality. In these instances, however, the libraries tend to be larger than those of New Hampshire and to serve a larger population. Also, ILL traffic is in these cases usually fairly balanced among the various libraries. In New Hampshire, this is not the case. The State Library, the universities, and a very few public libraries are the primary holders of desired resources, while the requestors are many and scattered throughout the state. Thus, all ILL activities have in the past been channeled to and from the State Library. While this system arises from the fact that most requests can be answered from the State Library's own collection, it has also served as a form of circulation control. The difficulty arises from the fact that most of the process is handled through the mail. It may take anywhere from six days to two weeks for a local library to receive a book it has requested.

We have already described the time savings which can be expected through use of telephone and teletype when requesting and locating material. The question remains as to the best way of actually transferring the book from one library to another. For the present, we recommend that use of the mails be continued. However, a triangle approach should be used. That is, if the State Library does not hold the desired book but must contact a resource library, that library should then mail the book directly to the requesting library, rather than to the State Library first, to be forwarded to the requestor. This should cut the waiting time to no more than three days–one day to phone the request and locate an available copy, and two for mail delivery. Circulation control will not have been lost, for the State Library will know which resource library was contacted and to whom the book was sent. When the book returns to the resource library, it should notify the State Library, which will then purge its files. Contact with a local library, should a book be overdue, can still be handled through the state office.

We recommend that each of the research and resource libraries be linked on a daily truck delivery circuit.

Should future increased use of ILL warrant it, the State Library may wish in addition to consider direct truck delivery to local libraries. We suggest that one region be organized as a pilot program, such that each library in the region is scheduled for a truck stop no less than once every two days. This program should be carried on for a year, after which it should be evaluated and, if successful, perhaps extended to the state as a whole. We feel that delivery service is a vital element in providing reader satisfaction by reducing delays in receiving materials borrowed from other libraries.

5. Bookmobiles

The bookmobile is presently one of the stronger programs of the New Hampshire State Library. It provides varied and plentiful pleasure reading for many residents of New Hampshire and is of immeasurable value to the smaller public libraries which cannot afford to provide their readers with such a wide selection of books. Consequently, frequent service to these libraries is of great importance. The bookmobile should concentrate on service not only to public libraries but also to institutions, which greatly need such services, and to schools, which need to offer a greater variety of material to their students.

The bookmobile should further expand its services by including recordings. Few libraries have an adequate record collection, if indeed they have one at all. Yet these records could be widely used by students and elderly people, as well as the general public. It must be realized that records provide information, not only about music, but also literature, political history, and folk customs. Above all, we suggest that the bookmobile strive for more prompt service and expand so that it can visit every library on the route once a month and provide it with an adequate supply of books and records. The policy of locating the bookmobiles at the four district centers (Concord, Keene, Laconia, and Littleton) is a good one, for it makes transportation geographically feasible. However, each district contains many libraries, while there is only one truck to carry the books. We recommend that each district be equipped with at least two, and eventually three, bookmobiles. The routes should also be varied so that certain libraries will not always be at the end of the circuit. The bookmobile collections should also be strengthened so that more frequent stops will not result in a diminution of available titles. We feel that the bookmobile program should be considered primarily as a service to the unserved, so that eventually its use as a delivery program for local libraries could be phased out. Under this plan, service to individuals would eventually develop into a twice monthly service pattern.

D. OTHER AREAS FOR COORDINATION

It may be found useful to coordinate some library activities and procedures other than those involving interlibrary communication and the circulation of books. Two such steps, which we believe would strengthen the system without jeopardizing the autonomy of the individual library, are cooperative selection of a portion of the system's holdings and centralized processing of books.

1. Cooperative Selection

Some librarians fear a system of cooperative selection because they are afraid it will restrict their freedom and prevent them from catering to the interests of the people who support them. This fear would be justified if such a system forced a medical library to buy books on gardening or suggested that a small public library buy a medical journal, or if the system were applied to the entire library collection.

An advantageous system can, however, be worked out, particularly if it is set up by the twelve service centers as a function of public libraries. If each service center and the libraries with which it cooperates decided to have a different subject covered in depth by each participating group, New Hampshire would have the beginning of "subject centers" which would be useful to the entire state and which would at the same time cater to local interests. The public libraries participating in this plan should not feel that cooperative selection would interfere with their individual choice of books. Libraries would, as always, order whatever books they wished. It is rather a case of contributing books which would not otherwise be available to a given service center. We suggest that each region allocate some or all of the state funds given to it for participation in service center programs toward the purchase of books for its "subject." Subjects would be chosen, as far as possible, on the basis of local interests. We also suggest that the service centers keep the State Library closely informed of their progress in this area so that the state will know what subjects are being covered by the various service centers. If the program proves to be satisfactory, the state can look toward coordinating such a system on a statewide basis.

At the present time, college and school libraries should not participate in this program because in a sense they are already "subject centers" and have to make their selections in accordance with the demands of their faculty, courses, and students. At a later time, the state can consider integrating the school, university, and other specialized collections with those of the towns, so that the state will have a network of special collections. Cooperative selection will enable each area around a service center to have some depth in several subjects and will relieve individual libraries from attempting the impossible task of developing a book collection on every subject.

2. Centralized Ordering and Processing

We recommend that a centralized ordering and processing center for libraries be established, apart from the regular work of the State Library. In order to gain from the benefits of volume processing, this program should be developed jointly with the Free Public Library Service of Vermont. Its services should be available to all libraries–public, school, college, special, institutional, and the collections of the State Library. While initial funds (state or federal) will be necessary to obtain adequate equipment, this should rapidly evolve into a self-sufficient business operation. Book orders should be received on an uncoordinated basis and relayed daily to vendors and/or publishing companies (depending on volume). Catalog cards listing classification numbers should be prepared. When the books arrive at the state center, they should be completely processed, with book number, book pocket, and book jacket, matched with the appropriate catalog cards, and sent to the ordering library, accompanied by a bill. The bill should include the cost of the book and a charge for processing.

If the system is automated, it should be possible to obtain a processed book within an average of three weeks from the date of ordering. Volume processing will reduce costs, save time, and free local librarians from routine clerical duties, allowing them to devote their efforts to the creative aspects of library service. Local independence will be maintained, since all libraries will be free to order whatever books they desire, and processing can be done according to their specifications.

E. WORKING WITH SCHOOL, UNIVERSITY, AND SPECIAL LIBRARIES

Much can be done by the State Library to assist, and to benefit from, libraries outside the public library network. Relations with institution libraries are discussed in Chapter II of this report; the present section is concerned with school libraries, university libraries, and special libraries.

1. School Libraries

Until about five years ago, there were only a few schools in New Hampshire which maintained libraries of any significant size. Increasing emphasis on individual research and reference to source material and the availability of federal funds under the Elementary and Secondary Education Act have changed this situation considerably. More and more school libraries are being established each year, and present libraries are expanding rapidly. There is little coordination of this activity, however. In some communities, three neighboring school libraries have opened in the space of two years, without any joint planning and with hardly any communication among the librarians. The one aspect of this situation which encourages optimism is the creation of the new post of Supervisor of School Libraries in the State Education Department. It is to be hoped that he will work closely with the State Library in an effort to coordinate school activities with the work of the total library network of New Hampshire. It is to be further hoped that he will be in a position to encourage cooperation among school libraries and other types of libraries, as well as promote understanding between libraries and school administrators.

We recommend in any case that a statewide system of school libraries be established which will coordinate planning in an attempt to prevent useless duplication, and to promote constructive cooperation. While certain basic materials are needed in each school, a much greater effort must be expended to share secondary resources and to coordinate library class curricula.

a. Role of a School Library

Because school libraries are still in development stages, there is some confusion as to the role they should play in the total educational process. Their purpose should be to supplement classroom instruction wherever possible and provide material for additional work on an individual basis by students. School librarians have found it useful to work with teachers in developing curricula so that the resources of the library will be ready when a subject comes up for study. Too often, however, school administrators have felt that individual teachers should be responsible for providing any outside reading needed by their students and that each classroom should be fairly self-sufficient, with the result that the school library has been relegated to simply maintaining reference material. This is a sad comment on efforts to improve the service offered to the students. Where librarians have the initiative to try new programs, they should be encouraged rather than asked to curtail their activities.

b. Nonbook Material

On a nationwide scale, this is an exciting time for educational institutions. New methods and materials are being developed and tested every day. Some school libraries are accordingly making extensive use of nonbook material in addition to traditional library resources. Such learning aids as films, filmstrips, tapes, records, puzzles, games, maps, science material, programmed instructional guides, objects from nature, and all forms of realia are coming to be seen as necessary items for a forward-looking school library. Information on schools in New Hampshire, however, indicates very little use of these new concepts of learning.

One hindrance, of course, in adding these new materials to school collections is lack of sufficient funds. Wholesale acquisition of new media would be costly indeed, especially in the case of material requiring special equipment, such as projectors, tape recorders, etc. To meet this problem, we suggest that a resource center for school libraries be established, which would provide a large bank of nonbook materials and special equipment, that local schools could draw upon as needed. Funding should be provided partially by the State and partially by the participating schools, on a per-student basis.

c. Interlibrary Loan

It is understood that the ALA interlibrary loan code restricts the use of ILL service for individual students below the graduate student level. The policy is not always strictly followed, but its effect is still to limit student access to library resources. With the use of federal and state funds comes the responsibility for service on as broad a scope as possible. We feel that one of the major recommendations of this report is that all readers should be able to consider ILL within prescribed rules as a right and not a privilege. ILL should most definitely be available to students. Frankly, we cannot conceive of any group in the community for whom it would be more valuable.

There are many reasons why students should be allowed and even encouraged to participate. They include the following:

- Independent research projects for high school students are increasing, and, because of limited collections, school and local libraries are increasingly unable to satisfy their research needs.

- Many school libraries are quite new (one or two years in many cases) and cannot possibly have large enough resources to properly supplement classroom instruction and textbooks.

- The high school years are an excellent time to teach research skills which will be of use during adult life. One of the comments frequently made by the public librarians we interviewed was that the public is not generally aware of the ILL service open to it. High school would be a good time to get people used to this aspect of library service.

- Students are as much a part of the library public of the state as are adults, and if the State Library is there to foster better use of library facilities, its services ought to be open to everyone, including students.

d. Limited Hours

Most school libraries are open only during school hours, or for short periods just before or after school. This is hardly sufficient time for extended use of reference material and other study facilities. Public libraries seem to feel that the schools should take care of the library needs of high school students, but if the school libraries are not accessible during nonclass hours, they are not of much use to the students. While evening hours would be one solution, this presents personnel problems and is an added expense to the school budget. It is encouraging to note, however, that some schools are going to try this on an experimental basis this year.

e. Lack of Coordination with Public Libraries

Some public libraries consider service to high school students an unfair burden. Even where there is a wish to be of service, the public library may not have the material needed, and as we have seen, ILL is not generally available to students. In addition, there is often little communication between the public libraries and the schools, hence no anticipation of students' library requirements.

f. Need for Training and Information

Most school librarians are nonprofessionals. In many cases, they are teachers who care for the library as an added chore. In these cases, they know very little about the State Library, the ILL program, possibilities of cooperative arrangements, or cataloging techniques. The School Library Association may be of benefit here, but there should also be a statewide program of information bulletins, and perhaps seminar programs and consulting services. This is especially needed in schools which are just beginning to organize libraries.

g. Lack of Cooperation Among Schools

Where there are regional high schools, geography may be a limiting factor in sharing resources, though this is compensated for by the additional funds made available to the regional school library. In the southern half of the state, however, schools are close enough to each other that there ought to be some sort of formal or informal cooperation and planning of acquisitions. In one city, which has a fair-sized school system, a new high school was begun several years ago, and three junior high schools are due to open this September. There has been no communication between the librarians of any of these schools, nor with the high schools of neighboring communities. This results in considerable duplication of material and a lack of coordination of library class curricula. The latter raises particular problems when there is a mobile population. Students may transfer from one school to another, learning about the arrangement of books within a library twice or three times, for instance, and never learning the rudiments of the card catalog or other aspects of library knowledge.

h. Cooperative Selection of Books

Because the libraries tend to be quite small, many basic books are needed and librarians, quite rightly, want to be sure that their students have the resources which they need. Most librarians feel that their collection is designed specifically for the needs of their students. While this is probably true to a certain extent, it seems improbable that high school curricula within the same state will be very different from one school to another. If a librarian decided to buy a book on Shakespeare, for example, she could confer with other schools in the area and buy a book which they did not already have. When Shakespeare came up for discussion in English classes, there would then be several books available in the area for students to consult.

i. Professional Collection

Most school libraries contain few, if any, books on educational concepts, psychology, child development, etc. While the primary role of the school library is to serve the needs of the students, a secondary, but important, aspect of its works should be assistance to teachers and school administrators. The State Library or the State Department of Education should see to it that a strong collection of professional educational material is maintained somewhere in the state. It should be well publicized and available on an interloan basis. All teachers and administrators in New Hampshire should be encouraged to use it actively.

j. Private Schools

Private school libraries tend to be considerably larger than public school collections. They are usually established libraries and are fairly self-sufficient. However, increasing emphasis on independent study and a growing need for more technical material causes them to turn increasingly to ILL. One school, for example, borrowed 40 books on ILL three years ago, 179 two years ago, and 272 during the past year. On the other hand, these schools are rarely called upon to reciprocate by sending out books on ILL. During the last three years, the same school cited above lent 5, 4, and 12 books, respectively. This may, of course, be due to the fact that most books can be immediately located at the State Library itself and the rest located at the major resource libraries. However, it is also possible that the fine collections of these schools are being overlooked as potential resources.

Perhaps even more than the public schools, these libraries are reluctant to open their doors to the public on a general basis. They have, of course, a commitment to their own students to maintain high-quality resources, and there is a reasonable fear of having their shelves and space over-used by local high school students to the detriment of their own students' education. However, in the interests of better education for all, we recommend that they allow anyone to use books *within the library* in return for their comparatively high use of the state's ILL facilities. As public high school students are enabled to obtain books on ILL, and as their own school and public library collections are improved, the need for these use privileges will be reduced.

2. College and University Libraries

During the last ten years, enrollment in New Hampshire institutions of higher education has more than doubled. New colleges have been founded and existing campuses have expanded their facilities to meet increasing demands for graduate and undergraduate study. This ferment in the colleges places a considerable strain on libraries trying to serve faculty and students. Even vigorous expansion programs are unequal to the task of maintaining a collection which keeps pace with enrollment; space for storage and study is at a premium.

New Hampshire colleges are making a valiant effort to keep up quality service for their patrons. The New Hampshire College and University Council is engaged in cooperative efforts designed to facilitate joint borrowing, purchasing, and processing activities. Several schools are also members of the New England Board of Higher Education, which is attempting to set up a technical processing center for New England colleges under a grant from the Council on Library Resources, an adjunct of the Ford Foundation. During the past year, most of the colleges in New Hampshire have converted their cataloging systems to the Library of Congress format in order to increase standardization of library routines.

It is indeed a healthy sign that the colleges have recognized the benefits of interaction, both within New Hampshire and beyond this state's boundaries. Yet much more remains to be done. It is essential, for instance, that each college continue to build up its own research collection. Nothing can replace the advantages of having material on hand when intensive work is required. On the other hand, no single college can hope to keep pace with the multiplicity of written material produced every day by publishing companies, the Federal Government, and research centers. This is amply demonstrated by the experience of Dartmouth College, which has by far the largest library in New Hampshire. With holdings of close to one million volumes, the Dartmouth College Library still finds it necessary to borrow specialized material from outside sources. In the case of Dartmouth and the University of New Hampshire, however, many more books are loaned than borrowed, and for this they should receive financial compensation from the State. Section F of this chapter includes our recommendations for compensation to those libraries which are major resources for the system.

The smaller colleges are in a somewhat different situation. In many instances, their holdings are fairly general and not in constant demand from other libraries. Colleges without graduate programs can often carry on their research activities without outside help. Yet while the ILL traffic is not as great as at the two major colleges, the smaller colleges do engage in a fair amount of interlibrary loan.

Comparative statistics may be of some use here. During 1966, Dartmouth borrowed about 1500 books on interlibrary loan and lent close to 3000. St. Anselm's College, with a relatively large library, borrowed 125 books and lent 200. New England College, a new school with a developing library, borrowed 400 books and lent none. In most cases, the colleges lend more than they borrow, though the two figures tend to be fairly even (for example, 119 borrowed–98 lent; 155 borrowed–158 lent). What these figures point out is that all the colleges engage in a fair portion of ILL use. What is unique at college libraries is that when books are required, they are needed quickly. All of the college librarians interviewed stated that speed was an important, and often a *very* important, factor in ILL activity.

This emphasis on speed is one drawback in the present relationship between the colleges and the State Library. While all of the colleges seem to want to cooperate with the state network, they would appreciate the development of faster communication and delivery systems. Though they lend books to public libraries through the state office, they often deal directly with holders when borrowing for themselves. We believe that the triangle system suggested earlier, whereby holders would mail books directly to the requesting library once the location of material was ascertained by the State Library, will improve the ease of handling loans from the colleges.

In regard to borrowing books on ILL, two measures could be adopted for the colleges. The first and simplest is to provide each college library with a teletype installation. This would be used for communication with both the State Library and other colleges. Teletype, however, can be somewhat expensive, and libraries might share the facilities with other college administrative offices, or if a situation developed in which the State called upon a particular college for many more loans than vice versa, the State Library might wish to consider sharing the cost of the communication network.

Second, when the state Union Catalog has been converted to magnetic tape, it might be worthwhile to supply each college library with a printout in book form. This would be updated monthly or bimonthly. With this invaluable tool at their disposal, the colleges would be able to locate needed materials on their own initiative and deal directly with the holders. (This is already done in many instances, though in a more haphazard fashion.) Since all the colleges and major public libraries would be equipped with teletype, ascertaining the availability of a book once it is located would be a fairly simple procedure.

3. Special Libraries

The term "special libraries" is an elusive one, encompassing libraries serving many purposes. In this report, we are using it to mean those libraries which serve a limited or highly particularized clientele. This category would include the New Hampshire Historical Society, libraries of business and industrial firms, staff libraries of hospitals, etc. In each case, books are chosen to answer highly specific informational needs; patrons are a fairly homogeneous group, and the libraries tend to be largely self-sufficient.

It is very encouraging to note that this ability to fill their own requirements has not resulted in an attitude of isolation. The librarians interviewed at these libraries all expressed an interest in the activities of the State Library and a willingness to help whenever they could. Sanders Associates, for instance, with its excellent collection of scientific and technical materials, stated an interest in contributing to the Union Catalog.

In general, special libraries prefer not to actually circulate books beyond their own clientele and in some cases, such as the Historical Society, material must always be used within the library itself. However, other forms of cooperation can be evolved. One of the readiest answers lies in the use of reproduction equipment. An industrial firm usually wants its information on hand for the immediate use of its own personnel, but it is a simple matter to mail a photocopy to an outside user.

Another cooperative effort might involve financial sharing to attain a common goal. The Historical Society is very interested in obtaining microfilm copies of local New Hampshire newspapers. Since this can be an expensive project, arrangements might be worked out between the Society, the public library of the local town, and the newspaper office itself. By sharing the cost three ways in this manner, the microfilming could be accomplished and copies of the film sent to each of the participants.

Special libraries also tend to make extensive use of out-of-state resources. Sanders Associates has extensive arrangements with MIT, for example, and the Crotched Mt. Rehabilitation Center uses the resources of the National Library of Medicine. Because of these far-reaching interests, special libraries would benefit greatly from New Hampshire participation in a regional library network such as is discussed later in this report. In return, their holdings should be listed in the state Union Catalog so that other citizens of the state can gain from their depth of specialization.

F. EXISTING AND POTENTIAL RESOURCES

1. Resource Libraries

Excluding the State Library, there are five libraries in the state at the present time which can be considered major resources. These are: Dartmouth College Library, the University of New Hampshire Library, Manchester Public Library, Concord Public Library, and Nashua Public Library. When books are needed for ILL which cannot be supplied by the State Library, it is these five libraries which are generally called upon to provide service. While they are all willing to offer assistance to the rest of the state's libraries, we recommend that they be recompensed for this additional work. This will be especially necessary as the volume of ILL increases. Because of the demands on staff and resources, we suggest that a fee of $2500 per year be paid to each of these resource libraries by the State Library. Since the two colleges ordinarily serve a specialized clientele rather than the general public, the colleges should each be paid an additional sum of $2 per search for ILL material, or another $2500, whichever is greater.

It should be possible for Dartmouth to qualify for two sets of grants, one for the general library and one for its medical library.

In general, financial assistance from the State should be concentrated in large- and medium-sized libraries. While it is estimable to have a public library located in almost every town in New Hampshire, libraries with small collections and few hours of service are of limited value. In many cases, small local libraries are in essence only deposit collections which cannot hope to expand greatly because there is little demand. If the ILL service functions properly, they and all citizens of the state will benefit much more from strengthening reasonably adequate collections than from an attempt to equalize all institutions.

2. Clearinghouse for Technical Requests and Technical Center

The New Hampshire State Technical Services Program is a relatively new effort, designed to supply business and industry with the most up-to-date information on scientific and technical developments which may be of use to local businessmen. It is a state-administered program, funded by the Federal Government. In many cases, the information it provides is supplied by government documents, industrial bulletins, and direct contact with the world of scientific research. Much of this material is too recent to be found in libraries. But libraries also have a role to play in serving the industrial community, and information on commercial and technical subjects will be increasingly needed as New Hampshire industries continue to expand and diversify.

The State Technical Services Office has expressed a ready interest in cooperating with the library network of New Hampshire in establishing a clearinghouse for technical requests from businessmen and industrial leaders. A reference librarian at the State Library would receive requests from individuals (by phone, letter, or in person) and determine what institution in the state was best equipped to supply the answers. If experts in the scientific community will agree to act as consultants to this program, it may often be possible for the librarian to obtain answers to questions by telephoning them. In other instances, the requests would be referred to specialists at the various colleges or major industries. The reference librarian would also have a knowledge of the scientific and business holdings in all the libraries of New Hampshire, which would permit ready access to the information contained in these collections.

We also propose that a Technical Center be designated at the University of New Hampshire to provide direct assistance on scientific and engineering questions to professional men and engineers. The Technical Services Agency should provide $5000 annually to the University of New Hampshire for this purpose.

3. Sharing Resources with Vermont

Informal ties with the library network of Vermont should be strengthened and expanded into what should eventually become a balanced program of reciprocal action. This is especially important in relation to the universities of the two states. We feel that our recommendations concerning ILL (Section C-1 of this chapter) will improve the speed of ILL within New Hampshire. Vermont is also engaged in an effort to improve its ILL program. This would seem to be the ideal time then to encourage the state libraries to cross the borders when necessary. The two state libraries should be apprised of the holdings of the major colleges of the neighboring state (Dartmouth, UNH, UVM, and Middlebury, especially). They should then turn automatically to these sources when the material is not held in-state. If the balance of ILL use is not fairly even, appropriate financial payments should be worked out between the state libraries.

4. New England Regional Program

Chapter IV of this report deals in detail with plans for a New England library network. At this time, suffice it to say that plans for a regional cooperative effort should be instituted. The possible functions of such an organization might include: studies of library use, ways to stimulate reader interest, new ways of bringing library materials to the public, and why people do or do not use public libraries; information retrieval for the region as a whole; balancing of the ILL burden placed on the largest libraries; pilot projects in the use of modern communication systems; liaison with national bodies such as the Library of Congress, National Library of Medicine, and Center for Research Libraries; publicity and public relations assistance; and maintenance of a bank of films, pictures, tapes, and other non-book material. While it might be possible to provide all these services on a local scale, joint participation by all the New England states will allow for larger bases of materials from which to draw, and will permit the employment of highly qualified persons in the field to carry on these specialized activities.

G. THE LIBRARY STAFF

1. Increased Education

In recent years, New Hampshire has demonstrated a commendable interest in providing trained personnel for its libraries. While there are, unfortunately, a fair number of library workers who still do not have all the requisite skills for providing optimum service, all librarians are encouraged to continue their education through summer courses, extension courses, and workshops. In addition, the State grants scholarships to New Hampshire students attending library school if they agree to work in New Hampshire for at least two years after receiving their degree. All these efforts serve to raise the quality of service to the public. Those librarians who have participated in such training programs have generally been pleased with the results and have been enabled to continue their work more successfully.

We recommend that these programs be continued and expanded as far as possible. It would also be a good idea for the State Library to issue bulletins on specific topics of library administration, including guidelines for organizing local projects. These should deal with topics such as library participation in community affairs, use of the library for adult education, children's programs, effective displays, preparation of reading lists, use of audiovisual resources, etc. Suggested professional reading on library topics should also be provided, with information on where local librarians can obtain copies of the appropriate literature.

2. Consultants

We recommend that the State Library increase its staff of consultants, both in Concord and at the district offices. The persons presently employed are doing a good job, but there is far more demand for their services than can be met at present. While our interviews brought us in contact with only a portion of the total number of librarians in the state, many of them expressed a desire for more frequent assistance in weeding, book selection, and long-range planning.

3. Contacts Among Librarians

The cordial attitude of the people of New Hampshire has inevitably resulted in the forming of friendships between librarians of neighboring communities. This is a wonderful situation, but it should be developed to its fullest potential. Workshops and area meetings of librarians should be encouraged for the communication of library news, ideas, and discussion of common problems. If it is not known that the librarian in a town 15 or 20 miles away has developed a new approach for reaching nonreaders, her neighbors will never benefit from these insights. The newsletters from the State Library are a great help in spreading information of this sort. It might also be helpful if district personnel organized area meetings for further discussion. Informal contacts are always useful, but an outside catalyst can often direct a discussion into paths previously unconsidered.

In addition, some pooling of talent among librarians should be possible. Many individuals can contribute some special ability, such as administrative skill, creative thought, ability to work with children, grasp of certain subject matter, or acumen in dealing with figures and inventories. Library consultants, of course, are trained in these special areas and do excellent work in assisting local libraries. Yet consultants are few while the needs are great. Library cooperation often restricts itself to material transfers and impersonal arrangements. Personnel exchange, however, is one form of cooperation which would be on a directly personal basis. A librarian with skill in running children's programs might assist two or three libraries in her area. In return, another librarian could help develop library displays, while a third with skills in weeding collections could aid in this aspect of library work. In this way, small libraries which cannot hope to employ additional specialized staff members could still benefit from the specialities of its neighbors. Programs such as this would have to be worked out by the individual libraries themselves, depending on the human resources of each locality.

H. PUBLICITY

National Library Week is usually a gay time in New Hampshire. Posters drawn by school children may adorn local stores. Mobiles and special bookmarks decorate the library itself. Signs in front of the building may alert passersby that a special emphasis is being placed on library service during that time. Friends of the Library may organize special events, and varied programs may entice regular and occasional readers within the library's doors. During one week at least, the public is greeted with library publicity on many fronts.

How often during the rest of the year are similar publicity efforts made? Do the residents of a given community know when their library is running a film program, sponsoring an art exhibit, emphasizing books on Latin American culture? Are they aware of new books which the library has purchased? Do they know that a record collection has been started or new reference works made available? All these are important questions to be considered when evaluating the outreach of a library into the community.

Since public libraries are supported by tax dollars, they have a very real obligation to serve as many members of the town or city as possible. Library interest among nonreaders must be encouraged at the same time that regular patrons are kept up-to-date on activities and acquisitions. A creative and vigorous program of publicity can help to accomplish these ends. Publicity can come in many forms, depending on the size and situation of the community as well as on the creative insights of the librarian. It should certainly include regular newspaper articles concerning books and programs, and perhaps articles in Sunday papers or local magazines regarding special aspects of library service. It may also involve announcements over local radio and television stations. A number of communities have found that local radio stations are willing to contribute five or ten minutes time per week for library news. This may involve the review of a new book or a discussion of a current news topic, as well as specific information on library programs. Posters and displays in local stores are also often effective means of publicity.

Personal visits by the librarian to local schools is another form of publicity and public relations. The start of a new series of story hours could be the impetus for a brief chat with the children and an invitation to join the program. The librarian might wish to bring with her several new books for children, brightly colored and on various subjects. A few words giving a taste of their contents could spark a reading interest among the children and encourage their further use of books.

Local librarians will undoubtedly have many more ideas than have been discussed here. The primary point is that the public must know what is going on in its library if it is to participate in its activities. Though all persons have a "need to know" many need assistance in discovering how their needs can be met, and the public library should provide the answers.

We believe that the State Library and the district consultants should make every effort to assist local libraries in planning their publicity, writing articles, and so forth. The State Library has developed an effective public relations program, and we suggest that this program be funded to extend its services to the regional and local levels. For many small libraries, the opportunity to take advantage of professional expertise in the area of public relations would be welcomed indeed.

I. BUDGET

Table 1 shows the annual additional cost to the State Library of implementing the above recommendations. The first-year budget shows the minimum funds (about $90,000) required to initiate some of the most urgently needed measures; the budget for full implementation is the annual addition (about $285,000) to the State Library budget once all recommendations are being implemented.

The first-year budget includes preparation of a computerized Union List of Serials and assumes that system design and programming will be provided by the state computer facility. It also includes the purchase of back periodicals on microfilm. This item would be included in the budget for three years; after that the cost would be simply that of adding current issues. Other important items in the first-year budget are grants to resource libraries and grants to a region for a pilot truck delivery program and funding of one region under the existing state plan, which has never been completely funded. For these programs, the difference between federal funding and total budget should be provided by the State of New Hampshire.

The budget for full implementation does not include the cost of purchasing additional bookmobiles and additional vehicles. It assumes that the state computer facility is available. Otherwise, system design and programming costs would come to about $75 - $100,000. The computerized Union List of Serials could probably be maintained by using the IBM Quick index or a similar shelf program at little expense.

TABLE 1

ANNUAL INCREMENT TO BUDGET FOR INTERLIBRARY COOPERATION

First-Phase Budget	
Grants to resource libraries	$20,000
2 trucks	5,500
2 drivers	5,000
Periodicals (3 years)	10,000
1 keypunch operator and senior tab operator	12,000
Supplies	5,000
Vehicle maintenance and operating costs	3,000
Fringe benefits	5,000
Grants to one region to establish pilot delivery project	18,000
Communication equipment and operating expenses	10,000
Total	$93,000
Annual Increment to Budget for Full Implementation	
Bookmobile Staff	$50,000
Consultant for interlibrary loan	9,000
Senior tab operator	8,000
5 keypunch operators	20,000
2 drivers	10,000
Fringe benefits	17,500
Grants to existing programs	75,000
Grants to resource centers	25,000
Periodicals	7,500
Communication equipment and Computer Service	17,500
EDP Supplies	7,500
Operating expenses for vehicles, including bookmobiles	10,000
4 keypunch machines and sorter (lease)	4,000
Publicity	10,000
Supplies	10,000
Travel, postage, etc.	5,000
Total	$286,000

II. LIBRARY SERVICE TO INSTITUTIONS

A. THE PROBLEM

The institutions that the ADL team visited in the State of New Hampshire were established to care for very different types of individuals. However, whether the people in these institutions were mentally ill or retarded, inmates or just patients, most of them had the ability to benefit from using library materials. The institutional library should not only provide for recreational reading but should also provide for the continuing educational needs of these people.

A great deal of time, effort and money will be needed to establish libraries in all institutions in New Hampshire which do not have them and to bring most of the existing libraries up to even modest standards of usefulness. There are at present no library facilities at either the Industrial School in Manchester or the Laconia State School. The existing library facilities at the Glencliff Sanatorium in Warren and the Soldiers' Home in Tilton have inadequate collections of largely outdated material and are infrequently used. Also, the library facilities at the State Prison and the New Hampshire Hospital in Concord are in need of increased state assistance.

These institutional libraries have a rightful claim to a reasonable amount of service from the State. However, to date they have not had nearly enough help, and as a result, a great number of institutionalized people in all age categories are confined to an environment which in large part, fails to provide even minimal library services and materials.

B. FACILITIES AND STAFF

In those institutions which have no library, the problem is not primarily one of lack of space. Institutional administrators are confident that they can find the space for a library if only they can obtain sufficient library materials.

Existing institutional libraries in the State of New Hampshire are generally staffed by secretaries, civil service employees, volunteers, or inmates or patients themselves. Because of the extreme lack of basic library materials and facilities, we do not feel at this time that future resources should be spent on increased full-time on-site professional library supervision. In any case, the existing shortage of skilled professional librarians would make it difficult for the institutions to obtain this help. However, professional institutional staff such as educational counselors or civil service administrators can administer the libraries if given enough assistance and advice from the State Library to aid in providing sufficient library services. A person should be appointed to coordinate assistance from the State Library, as is recommended in the final section of this chapter.

C. THE NEEDS OF INDIVIDUAL INSTITUTIONS

We found that the needs of institutions varied greatly. Some needed help in setting up a library, while some were mainly interested in increased financial aid from the State.

1. Industrial School

The New Hampshire State Industrial School houses children aged 10 to 18. The school is seriously in need of:

- The establishment of a centrally located library.
- Increased state administrative assistance and advice.
- Increased state financial aid.
- Utilization of the State Library facilities for book purchasing, processing and interlibrary loans.
- Frequent visits by the bookmobile.

In brief, the needs of the Industrial School are *critical.* The school presently has in each of its six resident cottages small collections of largely outdated, infrequently used materials which are in very poor condition. These small collections need to be located in a central library where all of the children can find up-to-date and interesting materials for either recreational or educational reading. More specifically, the collection should be vastly increased to include such items as:

- Fiction and nonfiction materials for reading levels between the 5th and 12th grade (i.e., adventure stories, biographies and supplemental educational materials).
- Daily newspapers.
- A large assortment of periodicals.
- Reference materials.

The Industrial School administrators are willing to provide centrally located facilities if they can obtain assistance in securing the sorely needed library materials.

2. Laconia State School

With a resident population at present of 1015, comprising a wide variety of ages and abilities, the Laconia State School is in great need of a central library. We recommend that a library be established in the existing administrative office section of education and training to accommodate all residents who are capable of going to and from the library. We suggest the establishment of a mobile facility within the grounds, so that those residents who are confined due to age or handicap may benefit from the library facility. The library should be open at least five afternoons and two evenings weekly. Its collection should include the following types of materials, available for use in the library and on the wards.

- Sets of picture stories for non-readers.
- Storybook recordings.

- Musical recordings, classical and popular.
- Slide combinations and equipment.
- Sixteen-millimeter films ranging in subject from fairy tales to science information.
- Monthly publications such as *Humpty Dumpty* and *Jack and Jill.*
- A unit for reproducing specifically prepared materials.
- A tape recording system.
- Educational assembly toys.
- Film strip materials.
- Materials for the blind (minimal amount on loan basis).
- Various supply catalogs such as Sears Roebuck and J. M. Hammett

To assist the teaching staff and other staff members who are working directly with the residents, the library should participate in the statewide interlibrary loan service.

3. Glencliff Sanatorium

While all of the other institutions in the state could theoretically borrow materials from either the state and local libraries or other institutional libraries, the Glencliff Sanatorium cannot, because of the disease treated, borrow or exchange library materials. Consequently, Glencliff is fully dependent upon either direct state aid for the purchase of materials or volunteer contributions of funds or books. The only exception to this is that the Sanatorium places subscriptions for magazines through the State Library.

Because of its very small budget for library materials, despite private and public donations, the existing library is both small and ill-equipped. We feel that the Sanatorium is in major need of both increased state aid for library materials and increased state advice and assistance in locating volunteer organizations and individuals willing to contribute materials.

4. Soldiers' Home

The present library facilities at the Soldiers' Home in Tilton consist of one large bookcase with approximately 700 books, a bookmobile rack in the infirmary, which has room for approximately 50 books, and a collection of approximately 400 - 500 outdated paperbacks located in the recreation room.

Like the Glencliff Sanatorium, the Soldiers' Home needs additional state funds and volunteer contributions. It could improve its library facilities with the addition of:

- Increased availability of the bookmobile.

- Increased state aid for the purchase of materials, particularly paperbacks and periodicals.
- The availability of audiovisual materials.
- Increased state assistance in obtaining volunteer help.

5. The New Hampshire Hospital Patients' Library and the State Prison Library

Unlike the Industrial School or the Laconia State School, the New Hampshire Hospital and the State Prison have centrally located libraries. These compare very favorably to other institutional libraries in the state. Their administrators indicate satisfaction with present facilities but, of course, would welcome increased assistance of any sort.

The needs of these two institutional libraries include:

- Generally increased state appropriations.
- Increased utilization of state system programs (centralized purchasing and processing interlibrary loan, etc.).
- Increased availability of bookmobile services.
- Increased professional librarian assistance.

D. RECOMMENDATIONS

1. Priority Needs

On the basis of our findings, we believe that the most important need at the present time is for the establishment of a centrally located library at the Industrial School in Manchester and the Laconia State School. Next in priority is greatly increased state assistance and advice to the libraries at the Glencliff Sanatorium and the Soldiers' Home. We do not at this time feel that either the New Hampshire Hospital Patients Library and the State Prison Library should receive any increased assistance over the present level until a long-range program of library assistance to institutions has been established, as proposed in the final section of this chapter.

A large percentage of the institutionalized require special reading materials. For the elderly, paperbacks are not the answer, but various forms of audiovisual material are probably most appropriate. Some persons in institutions, by virtue of disabilities, will qualify for service under Title IV-B of the Library Services and Construction Act. This would include use of talking books, etc.

Large print, well-illustrated books with a high interest level and low vocabulary level are required for the retarded. For them, a program of bibliotherapy utilizing such materials is vitally important. Virtually all of these institutions can make effective use of large amounts of up-to-date, high-interest periodicals.

We recommend that a book catalog be prepared, listing holdings of specialized materials and that several copies of this catalog be available in each of the institutions. There should be a strong relationship between each institution and the State Library, and interloan should be used extensively. The State Library's collection of films is, of course, another valuable resource to provide recreational and educational material to those who are institutionalized.

2. Organization of the Program

a. State Institutional Advisory Council

We recommend that the State of New Hampshire sponsor an Institutional Library Advisory Council with the following membership:

- Educational Counselor, Industrial School.
- Director of Education, Laconia State School.
- Commandant, Soldiers' Home.
- Director of Library Services, N. H. Hospital.
- Classification Officer, N. H. State Prison.
- Superintendent, Glencliff Sanatorium.

The Advisory Council would constitute a forum for the discussion of mutual problems or problems unique to individual institutions and for developing suggestions on how to improve the state plan of library service. It would serve to maintain a close association between the institutions and the State Library and would give the State Institutional Library Coordinator (see below) the opportunity to become familiar with the problems of institutional libraries and suggest solutions to them. We recommend that the Advisory Council meet at least once a month for the next twelve months, at a convenient location for all, at the State Library's expense.

b. State Institutional Library Coordinator

We further recommend that a professional librarian with institutional experience be hired as State Institutional Library Coordinator. This person would act as a liaison between the institutions and the State Library and would be responsible for coordinating all aspects of library service to institutions.

E. BUDGET

Our proposed budget is presented in Table 2. We recommend that the State of New Hampshire plan on spending a minimum of $20 annually for each institutionalized person and institution staff member, to improve library facilities. As additional federal funding becomes available, this amount can be increased, particularly the allocation for specialized materials.

Grants should be available for meeting unusual needs, including the building of appropriate professional staff research collections, and for conducting seminars and training programs.

TABLE 2

ANNUAL BUDGET FOR LIBRARY SERVICE TO INSTITUTIONS

Institutional library consultant	$10,000
$5/person outright grant to each institution for a patients' collection	15,000
Specialized materials	20,000
Publicity, preparation of book catalogs	4,000
Travel and Advisory Committee and general expenses	2,000
Grants	4,000
	$55,000

III. LIBRARY SERVICE TO THE HANDICAPPED

A. THE PRESENT SITUATION

1. Program of Service

Although New Hampshire has a number of organizations devoted to serving the handicapped, it is only the Division for Services to the Blind of the New Hampshire Department of Health and Welfare which is concerned with providing library services to the handicapped in the state. The recent amendment to the Pratt-Smoot Act authorizing the Library of Congress to extend its services to the blind to any handicapped person certified as unable to read normal printed material because of physical limitation has as yet had little impact on the Division. Thus far, only 10 individuals are registered readers having been certified as physically handicapped although not legally blind. Therefore, the present service is essentially to the legally blind. It consists primarily of a talking book program (recordings played on a special slow-speed player called a talking book machine) established with Perkins Institute, Watertown, Massachusetts, which is one of two regional libraries for the handicapped serving New England. The fee per user, paid by the Division of Services to the Blind, will be $16.00 in 1968, an increase of $6.00 over the current fee of $10.00.

The Division of Services to the Blind is also responsible for educating the blind in New Hampshire, working with the Department of Education and using the Library of Congress allotment of $50 for each legally blind child. Out of a budget of $75,000, the Division pays all of the regional library user fees (which will amount to at least $6500 in 1968, and there is no budgetary provision as yet for the newly eligible handicapped) and provides whatever text and supplementary material is needed by approximately 50 blind students scattered throughout the state. The Division assists these students, who are integrated into the regular school system, by discussing texts with individual teachers and by obtaining whatever materials are needed throughout the school year. If a student needs a particular book, the Division searches through its collection of catalogs to see if the book is available anywhere, from the National Braille Press, volunteer agencies outside the state, etc. If it is not, the Division arranges for the material to be transcribed by its own volunteer group composed of inmates at the State Prison, members of the Telephone Pioneers of America (a nationwide group of telephone company volunteers), and private individuals. Although braille is usually preferable for students, transcriptions are mainly on tape, since few volunteers are certified braille typists.

school system, by discussing texts with individual teachers and by obtaining whatever mate-
If a student needs a particular book, the Division

2. Users

Table 3 shows the number of legally blind registered in New Hampshire and indicates how many are currently making use of the various types of special reading materials provided free of charge by the Library of Congress. Of this group, 37% borrow talking books as described above. No exact figures are available, but probably an additional 50 individuals own talking book machines and presumably obtain talking books from other sources. The annual circulation of talking books includes periodicals and averages about 39 books per reader.

TABLE 3

STATISTICAL SUMMARY OF SPECIAL MATERIALS USERS AND CIRCULATION IN NEW HAMPSHIRE

Registered Legally Blind as of December 31, 1966	1,100[1]
Talking Books	
Registered Readers (Perkins)	
Adults	400
Children	9
Circulation (1966)	
Adults	15,864
Children	217
Braille	
Registered Readers (Perkins)	
Adults	37
Children	5
Circulation (1966)	
Adults	1,028
Children	9
Tape	
Circulation (1966)	
Adults	22
Circulation (1966)	0
Adults	22
Children	0

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[1] Figure supplied by Mr. Carl Camp of the New Hampshire Services to the Blind. All of the remaining figures were provided by Mrs. Flanagan at the Perkins Library and cover the period January 1–December 31, 1966.

Four percent of the legally blind use braille. This small percentage is quite understandable since only 10% of the legally blind are totally blind and of that group only half read braille. Although braille is taught to totally blind children, the onset of blindness is frequently in later years when it may be difficult to learn braille. With increasing numbers of the population in the older age group, the percentage of the blind reading braille will probably remain small.

The circulation figures for tapes indicate very little use at present. This is probably because borrowers must provide their own machines. However, tapes are the usual form for specially transcribed material, and it is entirely possible that tapes may some day replace talking books, provided a suitable machine can be developed. Tapes are far less bulky and costly to store and transport than are talking books or braille materials, and they have the additional advantage of ease of duplication, so that a collection of tapes can be maintained and kept always available via duplicates which can be erased upon return. In a recent development, tape recorders are now available to the French-speaking blind, enabling them to use material in French available from the National Library of Canada only on tapes.

3. Certification and Initiation of Program Participation

Certification as legally blind is handled by the Division of Services to the Blind. To a certain extent this certification depends upon the initiative of the blind individual, although doctors and social workers, for instance, may initiate it. However, certification is required by the Library of Congress in order to obtain the use of a talking book machine and reading materials in the form of talking books (records), braille, or tapes.

When a talking book machine is delivered through Services to the Blind, the recipient is automatically registered at Perkins Institute, the source for New Hampshire residents of materials supplied by the Library of Congress. Perkins Institute sends the individual instructions on the use of the regional library and two sample talking books, selected on the basis of an area of interest suggested by Services to the Blind. From then on, the individual deals directly with Perkins Institute in obtaining and returning talking books, and the extent to which he uses this resource is up to him. There is no expense involved for the blind person since even mail service is free.

4. Potential Users

As stated above, present library service to the handicapped is essentially to the legally blind. The expansion of service to include other types of physical handicaps involves primarily the visually handicapped (the near blind), individuals who have lost both arms or all fingers, those in iron lungs or other respiratory devices, and victims of cerebral palsy, multiple sclerosis, muscular dystrophy, Parkinson's disease, and other crippling ailments.

It is extremely difficult to arrive at precise counts of individuals who have these various types of physical impairment and almost impossible to predict how many would be interested in using special library services. Only the legally blind are registered and therefore counted, but the Library of Congress estimates that the number registered may be one fourth of the individuals who could be certified as legally blind if they so desired. Table 4 shows one set of estimates which has been made for these categories of physical impairment on a national basis. There is no reason to assume that New Hampshire would have a disproportionate number in any of the categories. Therefore, Table 4 also gives estimates of the number of New Hampshire residents in each category, extrapolated from the national estimates on the basis of the latest population projections. For planning purposes, these figures are adequate.

TABLE 4

NEW HAMPSHIRE RESIDENTS ELIGIBLE FOR THE SERVICES OF A REGIONAL LIBRARY FOR THE HANDICAPPED

Disability	National[1]	New Hampshire[2]
Blind[3]	420,000	1,441
Visually Handicapped	600,000	2,058
Loss of both arms or all fingers	12,700	44
In iron lungs or other respiratory devices	1,600	5
Victims of cerebral palsy, multiple sclerosis, muscular dystrophy Parkinson's Disease and other crippling diseases	750,000	2,572
Total	1,784,300	6,120

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1. **Talking Book Topics,** published for the Library of Congress by the American Foundation for the Blind, Washington, D. C., January 1967, p. 4.

2. Arthur D. Little, Inc., estimates.

3. Registered: national, 100,000; New Hampshire, 1100. (Figure obtained from Mr. Carl Camp, Supervisor, Services to the Blind, Department of Health and Welfare, Concord, New Hampshire.)

It is interesting to note that 76% of the estimated number of the blind in New Hampshire are registered. We have seen that the corresponding nationwide figure is less than 25%. On the basis of the latter figure and in view of the ages of handicapped persons and the nature of their handicaps, it has been estimated that only 10-25% of the physically handicapped persons in the country who are not blind will apply for certification. Since the registration rate for the blind is so much higher in New Hampshire than in the country as a whole, we may expect that the rate of certification of the physically handicapped will also be higher. Even if only 25% of the 4679 New Hampshire residents in this category apply for certification, this will mean 1170 more users of such services. Combined with the 409 users of talking books currently registered at Perkins Institute, the total would be 1579, an adequate potential for the establishment of a new regional library for the handicapped in New Hampshire.

5. Characteristics of the Handicapped Which Affect Use of Library Service

a. The Legally Blind

In general, the legally blind are a cross-section of the total population in terms of sex, intelligence, and educational levels attained, but a higher proportion are in the older age group. They cannot use conventional printed materials and are dependent upon special library services to provide reading materials in the form of talking books, braille, or tape.

In order to familiarize ourselves with the situation of the legally blind and their experiences with the use of library services provided for them, we interviewed a small sample of 20 blind people in the vicinity of Manchester, New Hampshire. The interviewees were selected by Mr. Carl Camp, Director of the Welfare Division's Services for the Blind. The sample included both men and women, and ages ranged from the 20's to the 80's. Some were registered readers at Perkins Institute and some were not. Onset and duration of blindness varied from birth to only two or three years. As might be expected, all of the interviewees have more or less established individual patterns for circumventing their inability to read conventional printed materials.

The fact that some of the blind are registered readers and some are not reflects the similarities of the blind to the general population more than it does any inadequacy of available resources. It is simply that some people read and some do not, regardless of whether or not they have normal vision. Among registered readers, the majority are content with the material obtained from Perkins. They tolerate minor frustrations due to distance from the source, delays in obtaining desired books, uncooperative mailmen, and other inconveniences associated with not being able to use local public libraries. Those who are not registered readers are for the most part simply not interested in reading, and possibly would not avail themselves of special library services even under optimal conditions.

b. The Visually Handicapped

The visually handicapped, or near blind, closely resemble the blind in general characteristics, but they probably are even more concentrated in the older age group since failing eyesight occurs with age. This group requires much the same kinds of library materials as the blind, with the exceptions of a lesser use of braille and a greater use of large print. The chief distinction between the blind and the near blind arises from an unwillingness on the part of many of the latter to acknowledge their diminished vision. This will be the most difficult group to reach in order to provide them with the special service. On the other hand, this group may benefit the most from having special materials available through conventional public library sources.

c. The Physically Handicapped with Normal Vision

All of the physically handicapped who do not suffer from visual impairment can be considered as one group. Their problem is not one of requiring material in special form because of visual impairment. Rather, their problem in using conventional library materials arises from their inability to manipulate the materials. Taken as a whole, this group again is a cross section of the general population, with a greater proportion probably in the upper age bracket despite the fact that some of the diseases involved tend to shorten life expectancy. In early stages or in periods of remission of some of the crippling ailments, individuals may be able to handle books and periodicals with comparative ease. However, as a group these people need page turners or other special devices to enable them to cope with conventional printed materials. While they have no need of braille or large print unless they also have impaired vision, they can certainly make good use of talking books and tapes, especially since page turners are somewhat imperfect devices. Of course, talking book machines require some modification to enable those with manipulative problems to use them.

6. Materials and Resources

The various types of library materials which have been developed to serve the requirements of handicapped persons are discussed below.

a. Braille Books

Most "brailling" is done by the National Braille Press, the Howe Press, and the American Printing House for the Blind; the latter also serves as a clearing house for available material. Braille books require a lot of shelf space and are quite expensive to produce, since one page of printed text requires about three braille pages. For example, in braille *Lord Jim* is 4 volumes and costs $11.40 from the American Printing House for the Blind. *Gone with the Wind* fills 13 volumes and costs $41. Special "brailling" of books not readily available in braille is somewhat more expensive—$30 for a 200 printed-page book at 5 cents per braille page, for example—in addition to requiring the services of a certified braille typist and a braille typewriter.

b. Talking Books

Talking books, like braille books, are made to order for the Library of Congress by such groups as American Foundation for the Blind, New York, and American Printing House for the Blind, Louisville, Kentucky. Talking books are discs, like records, but are recorded at much lower speeds (24, 16, or 8 rpm, with 4 rpm now being considered) in order to get more on a single record. Their use requires talking book machines, specially designed slower speed record players. Production cost per record is 38 cents to 60 cents depending on the size of a run. In recent years, the circulation of talking books at the regional library (covering Massachusetts, Maine, New Hampshire, and Rhode Island users) has more than doubled. Talking books, of course, cannot be made by volunteers.

c. Tapes

The tape section at the regional library was started in January 1966. Tapes cost $5 to $10 per book and can be ordered through the same sources as talking books as well as from Recording for the Blind, New York City. Titles desired and not available can often be transcribed on tape by volunteer groups at no labor cost. The tapes are 18,000-foot, 2-track tapes, which are bought wholesale for about $1.75. Even though one book may require several reels (an average of five), tapes are still less expensive than braille. They are also much easier than braille to send through the mail, and require less shelf space.

Tapes may be a very suitable substitute for talking books because they wear better, retaining their clarity almost indefinitely. They also can be easily duplicated. However, they do have some disadvantages. Until such time as an adequate machine is developed and made generally available by the Library of Congress, books on tape can be used only by those who have their own tape recorders. A disadvantage of using tapes on regular tape recorders is the danger of recording over, or erasing, what is already on the tape. Tapes also have a tendency to break, and the physically handicapped or blind person may not be able to do the necessary splicing.

d. Large Print Books

Large print books are not provided by the Library of Congress but are required by many persons with partial sight. Large print books are produced either by magnifying the pages of an existing book or by printing an entirely new book. The American Printing House has 363 titles in large print. This service is quite expensive, costing about $60 per volume. Recently, the National Braille Press began to produce large print books at less cost by having volunteers type them on special typewriters. These books cost about $2.80 per volume to produce, and an average book has 5 volumes, for a total cost per book of only $14.50. Regular book publishers are now also beginning to publish books in large print for ease of reading. As with braille, a major problem with large print books is the large amount of shelf space required.

e. Page Turners and Other Special Devices

At present, no other form of material or special equipment is provided by the Library of Congress. However, there are materials in existence, such as projected books and their projectors, as well as page turners and other devices for the manipulation of printed material.

B. RECOMMENDATIONS

In establishing standards for library service, *The COMSTAC Report* stresses that library service for the blind and visually handicapped should be as inclusive as that for the sighted, regardless of important differences in service arising from their highly specialized needs. Now, of course, this service must be enlarged to include the sighted physically handicapped as well. *The COMSTAC Report* further states that there are three levels of responsibility for accomplishing this objective: federal, state, and community. The responsibility of the Federal Government is being met in two ways: by the provision of reading resources and stimulation of research by the Division for the Blind and Physically Handicapped of the Library of Congress, and by the provision of funds under Title IV-B of the Library Services and Construction Act for state use in providing service as well as materials in addition to those available from the Library of Congress. With this assistance from the Federal Government, it is the responsibility of each state to overcome the difficulty inherent in the relatively low density of the blind and physically handicapped, compared to that of the general population. Each state which has a potential for at least 1000 users should maintain a library to serve handicapped residents. New Hampshire has this potential, as demonstrated in Section A. The third level of responsibility, the community, is the essential link in overcoming the only real problem in the present regional library system, that of inadequate communication between borrower and source.

1. A New Hampshire State Library Division for the Handicapped

Under the Library Services and Construction Act, a regional library (in this instance "regional" means "state") for the handicapped is required to be part of a state library system. From a functional point of view, this is imperative since the main collection will be in one location and improved library service is otherwise impossible. In order to obtain approval for establishing a new regional library, New Hampshire must present an operating plan including space and budget provisions and ensuring the opportunity for participation by all interested agencies. Interested if not enthusiastic support for the endeavor is also considered in granting the approval which precedes the assignment by the Library of Congress of an adequate library of talking books and books in braille and on tapes.

a. Collection

The main collection of talking books supplied by the Library of Congress will be approximately 10,000 titles. The exact number, however, may initially be lower and will be based on readership experience and needs of the area involved. These considerations also enter into the numbers of books in braille and on tapes that will be supplied. For example, it might be concluded between the State Library and the Library of Congress that New Hampshire does not need to duplicate Perkins Institute's braille collection and that braille readers should continue to be served mainly by Perkins.

One important lack in material presently supplied by the Library of Congress is large print books. The Federal Government also does not supply projected books or their projectors, page turners, and musical recordings. Funds acquired under the Library Services and Construction Act can be used to acquire these and other useful resources. At the outset, New Hampshire should plan to build a collection of books in large print, since these are resources needed for the visually handicapped.

b. Location

As previously mentioned, the main collection of materials for the handicapped will be maintained at the state level, with access provided via community libraries since a secondary objective is to integrate the handicapped with the rest of society as much as possible. The exact location in Concord can be determined only by whether or not the State Library building can provide the two rooms consisting of approximately 10,000 square feet which will be required for the operation of this special library. Close physical proximity to other elements of the State Library is extremely important if the system is to function well.

c. Staff

The staff at the State Library level should consist of at least one professional librarian and two non-professionals. With increased use the staff will need to be doubled, but to begin with a total staff of three should be adequate, particularly if certain functions are delegated to the local librarians.

d. Budget

With a staff of three, space in the State Library building, free postage, and, importantly, a basic collection provided by the Library of Congress, annual operating costs should run under $40,000 until such time as the number of users increases greatly. This would be composed of the salaries,, supplies, and whatever incremental cost in the library system's communication network results from adding this program (primarily telephone charges, since the recommended ILL communication system could handle routine transactions with the exception of instances of local librarians needing to use their charge cards in order to discuss a matter with someone in Concord). In addition, the library will need to invest in a few items of equipment for making the various forms of transcription, i.e., a braille typewriter, a large print typewriter, a tape recorder, and a tape duplicator, plus some of the special handling devices for the handicapped, such as page turners. Any other available funds can be used to build the state's collection of large print and such other resources as will be determined by experience.

At $40,000, the initial cost per user will be higher than the $16 now paid to Perkins Institute by New Hampshire. However, service will be improved over what it is now and the cost per user will drop as new users are attracted. Estimates of cost per user for providing library materials to the handicapped range from a minimum of $25 to $40, with some contention that even $40 is not enough. Unfortunately, it is difficult to put a price on a program this new and involving so many variables, not the least of which is the number of the handicapped who will actually use special library service.

Ultimately, if substantial numbers of users are attracted, annual operating cost may rise to $50,000-60,000. *The COMSTAC Report* suggests one professional and two non-professionals for each 750 users. Such additional funds as can be appropriated in future years again can be used to build as needed collections of materials and equipment not supplied by the Library of Congress.

2. Program of Service

New Hampshire's program of library service to the handicapped must be directed and coordinated at the state level, with community libraries as the agents for reaching out to the handicapped, helping them become knowledgeable users of the resources available to them, and relaying their requests to the central collection. It cannot be stated too emphatically that the real contribution of this program lies in personalizing service to the handicapped and making it easier for them to use their library in every way feasible. Since the service involved is not quite the same as conventional library service, certain procedures must be modified and others established in order to achieve this objective.

a. Certification

As an initial step in removing the artificial distinction between the handicapped and the users of conventional public library facilities, a simple procedure should be established whereby local librarians can certify those who qualify for the special library services to the handicapped, using guidelines established by the State Library. This will help to build readership by encouraging eligible users who might not bother with a complex procedure or who may associate some social stigma with having to contact a welfare agency for certification. This is entirely feasible; the Library of Congress has in fact liberalized certification procedures so that certifying agents may be any professional individuals other than relatives. The Division for Services to the Blind should be willing to delegate this responsibility to the State Library, while retaining the responsibility for education of the blind and the important functions of rehabilitation, counseling, and social service. Local librarians could also initiate the distribution of special equipment such as talking book machines.

Hospitals, especially those with terminal patients, should be given "blanket" certification, which would allow them to distribute special materials to patients at the discretion of the hospital staff. Since many persons who eventually will be eligible for special services spend some time in hospitals, this would be an excellent opportunity to acquaint them with the facilities which are available to them. Certain other patients may develop temporary disabilities with their hands or eyes. In these cases, the patients might welcome the opportunity to use talking books, page turners, etc., yet would not be qualified for continued certification as a handicapped person. During the period of disability, the hospital could supply their library needs.

Certification for the use of all special materials may not be wise in some cases, particularly for children with visual handicaps. It may be beneficial to allow them to use large print books, but not tapes or talking books, since there is an educational advantage in learning to read. Individual judgment, following the State Library standards, will have to be used in situations of this sort.

b. Circulation and Reference

Through the use of the established interlibrary loan system, handicapped borrowers will have access to their portion of the State Library via their community libraries. Local libraries will relay requests to Concord, and the borrower could have the option of using direct mail or personal pick-up and return of material. Some of the larger libraries already have a few items of special material and may wish to purchase more at their own discretion, but the bulk of the collection will be housed in Concord. Local librarians will be able to assist the handicapped with their selections by having a catalog of the main collection. Some of the blind currently prefer simply to have materials on the subjects which interest them sent to them automatically at regular intervals. This option entails some record keeping, but it should continue to be available at either the local or state level. When the handicapped can obtain materials easily through the local librarian, many may no longer be interested in the automatic service.

A reserve system should be instituted in the regional library for the handicapped. There is no reason to deny the handicapped the reserve system available for the sighted. If tapes ever replace talking books, the entire problem will be eliminated, since duplicates can always be made for circulation. In the meantime, use of the interlibrary loan system to speed up delivery, and having a collection solely for the use of New Hampshire residents, should increase the availability of requested material.

Each handicapped person certified for use of special materials should be issued a numbered library card. In addition, each braille book, talking book, large print book, and tape should be given a unique number. It is important that this number be given to each piece of material, rather than each title. When a book is charged out, it should be charged by card number, item number, date, and location. This information should be held at the State Library Division for the Handicapped and a duplicate set of information should be inserted in the book. When the book is returned, this information will again be used to purge the file.

With this system, the location of all material can be determined quickly by a phone call or teletype message to the State Library. If the desired title is not available, the user can be told when it will be returned, and he can plan his reading accordingly. A circulation system of this type also will give a record at the end of a year of what material was in use and who was using it. These records will be helpful when new material is being selected and also will provide the statistical records necessary for federal support. If the records indicated that certain potential distributors (e.g., terminal hospitals) were making little use of the special materials, an effort could be made to promote better utilization.

The reference materials available for the handicapped are not in the special forms which would facilitate their use. Therefore, handicapped readers are forced to rely on their librarians. Some material should be available at the local level. For instance, *Talking Book Topics* and *Braille Book Review* are already being sent to a large number of local libraries. At the state level, there should be a central reference system, encompassing all private as well as government agency sources other than the Library of Congress.

c. Volunteer Program

An essential ingredient in a good library service for the handicapped is a well-run volunteer program. The primary purpose of volunteers is to transcribe otherwise unavailable material upon request. This can operate at either local or state level, but should be coordinated at the state level so that such material can be retained and cataloged. Also, there is a certain advantage in being able to establish reciprocal arrangements with other collections for this type of material. Other services which can be performed by volunteers would involve pick-up and delivery of books, for instance, or anything else which would further facilitate use of library resources by those with physical impairments.

d. Reaching Out to the Handicapped

Perhaps one of the first items on the agenda for New Hampshire, in making a new regional library for the handicapped a reality, is a concerted effort to reach out to eligible users. The effort to publicize the availability of special library resources and the method of registration must be coordinated at the state level and might involve newspaper releases, radio announcements, displays at local libraries, etc. Assistance in this endeavor should be solicited from other organizations devoted to the service of various groups of the handicapped. Some have already embarked upon programs to acquaint their members and/or patients with this service. For example, the National Multiple Sclerosis Society has already taken on the initial distribution of talking book machines to eligible patients, with instructions on their use. Community libraries can be of invaluable assistance in helping to reach those who would otherwise be ignorant of this service or hesitant to take action to obtain it. The State Library should provide consultant service to the local level in the promotion of library service to the handicapped and should be available to provide additional information and answer questions that arise.

e. Future Building Plans

In future planning for new or remodelled library facilities, thought must be given to fullest utilization by the handicapped. Building access should be by ramps, for example, or some means other than stairs, which render a building inaccessible to those in wheelchairs or using walkers, etc. The provision of a small room for listening to tapes or talking books by individuals or small groups should be considered, at least in larger communities. Such a room could be used also for transcribing by volunteers and for listening to music. Many of the handicapped do not possess their own tape recorders. Until such time as a machine is perfected for distribution by the Library of Congress, this room would enable fuller use of material available only on tape.

IV. A NEW ENGLAND LIBRARY NETWORK[1]

Although our work was concerned directly with library service within New Hampshire, it has become increasingly apparent to us that the possibilities of a more far-reaching network of libraries should be considered. The logical extension, in terms of geography and patterns of service, would be a library network encompassing all of New England. While the crossing of state boundaries will undoubtedly raise some problems, the advantages are too great to be ignored.

A. NEED

Population statistics indicate that as of 1960, the New England region contained 10.5 million persons. It is projected that by the year 2000, this figure will reach 16.2 million.[2] Population in general is already centered in urban areas, and in the ensuing decades, urban and suburban areas will continue to draw increased shares of the population (76% in 1960, 86% projected for 2020). Urbanization will facilitate the dissemination of library materials, but each state will still face the need to serve its rural populations through improved methods of communication.

While each state in the area has its own individual economic characteristics, certain factors distinguish the region as a whole. More than other parts of the country, New England has a high emphasis on service industries as opposed to resource and manufacturing activities. These service industries include construction, finance, insurance, real estate, government (including education), and private services, all of which rely on libraries in one way or another as sources of information. This segment of the economy is expected to continue its expansion and will account for the highest percentage of the labor force in the decades to come.

These factors point toward the homogeneous character of the New England states in regard to economic scales. Transportation also links the states together through a good network of highways, bus service, and air transport. Even in the field of library service, small-scale efforts have begun; these include the New England Library Association, a forum for discussion of common problems and ideas, and, even more impressive, the New England Board of Higher Education, engaged in setting up a technical processing center for New England colleges, on a grant from the Council on Library Resources.

These activities, however, have only scratched the surface of the type of cooperation which could exist. Each state in the region contains certain large library resources. These include the collections of large universities, extensive state libraries, and certain special libraries. Through the use of interlibrary loan, some of these resources are being used, but in a somewhat haphazard fashion and to a relatively small extent.

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1. The material in this chapter was presented in a library study by Arthur D. Little, Inc., for the Commonwealth of Massachusetts, 1967.
2. These and ensuing statistics were obtained from Projective Economic Studies of New England, a report by Arthur D. Little, Inc., to the U.S. Army Engineer Division, New England Corps of Engineers (1964 - 1965).

B. PRELIMINARY REGIONAL CENTER

The establishment of a New England Regional Library Center will be a substantial project and will require considerable planning. The most immediate need is to develop strong library networks within each state. A strong New Hampshire network is, of course, the major concern of this report. Improvement in state-wide library service will be the continuing goal of those concerned with library administration in New Hampshire. While these improvements are being made, however, there should be a concomitant effort to improve cooperation among the New England states. This cooperation should be deferred until all aspects of a sophisticated system can be worked out. We suggest that the representatives of the library agencies of each New England state get together as soon as possible to organize preliminary cooperative efforts. These measures should include consideration of:

- Teletype connections between each state library center, which would be of great use when dealing with interlibrary loans which involve the resource libraries of each state.

- Communications with the library network of New York State; many new programs are being instituted in New York to tie together the resources of all libraries in the state – public, academic, and special – as well as to maintain better interaction with other states. As New York programs develop, it would seem to be an excellent time for the New England states to be in close communication with their neighbor and share in the benefits of cooperation.

- Transmission units for each state library agency, which would permit the rapid transfer of printed material between the central library offices of each state and from them to local users and also would permit a tie-in with the New York's FACTS system, which links together the major academic institutions of that state.

C. EXPANDED REGIONAL CENTER

Following this initial stage of basic cooperative activities, the regional organization should be expanded and/or reorganized into a formal entity. We suggest that it might deal with the following activities:

1. Information Retrieval

The regional center would serve as a computerized clearinghouse for interlibrary activities. It would coordinate ILL searches for the region and would maintain an appropriate balance between use of the major resource centers. Through statistical records, requests would be channeled to as many different libraries as possible, and the excessive ILL burden now placed on the largest libraries would be reduced.

Pilot projects could be introduced in the use of facsimile transmission and other types of rapid communication. The center would maintain communication with national library agencies, such as the Library of Congress, National Library of Medicine, and the Center for Research Libraries.

2. Studies of Library Use

The regional center could also function as a research center, performing studies on the subjective issues facing libraries today, such as why people do or do not use public libraries. The center could study methods of stimulating reader interest and new methods of bringing library materials to the public. These would be extensive projects which might be substantially funded by the Federal government through such agencies as the Bureau of Research, which has a present appropriation of $3.5 million for library research.

D. ORGANIZATION AND FUNDING

To function efficiently and provide the indicated services, the center should be operated as a distinct organization with full-time employees, rather than as a committee effort. A board of trustees should be instituted, composed of the participating state librarians and other leaders in the library field in New England. The director of the regional center would be accountable to the board.

Funding could proceed on several bases. Participating libraries might be charged fees according to size of their library or their use of the center. There might be state appropriation based on population, which would be part of the states' contribution to public library service. The latter would be more effective, since it would encourage all libraries to participate in a service which was automatically made available to them.

Many legal questions would occur, of course, in the establishment of such a center. We feel that the representatives of the participating state library networks should appoint a planning committee. This committee should include lawyers who would be able to work out the necessary details relative to a board of trustees and the accompanying legal responsibility, organizational structure, and funding. Action on this project should begin as soon as possible.

APPENDICES

APPENDIX A

NEW HAMPSHIRE LIBRARY STATISTICS

Public Libraries

Library Number	City or Town	(1) Book Collection (000)	(2) Annual Circulation (000)	(3) User Index (1 + 2) (000)	(4) Population (000)
CITIES OVER 10,000 POPULATION					
1	Berlin	27	64	91	18
2	Claremont	61	56	117	14
3	Concord	117	326	443	29
4	Dover	75	125	200	19
5	Keene	52	208	260	17
6	Laconia	56	104	160	15
7	Manchester	172	407	579	87
8	Nashua	107	372	479	39
9	Portsmouth	79	86	165	26
10	Rochester	48	86	134	16
TOWNS 2,000-10,000 POPULATION					
1	Amherst	15	20	35	2
2	Bedford	12	26	38	4
3	Boscawen	21		21	2
4	Charlestown	15	27	42	3
5	Colebrook	6	13	19	2
6	Conway	38	41	79	4
7	Derry	31	47	78	7
8	Durham				
9	Epping	8	7	15	2
10	Exeter	49	82	131	7
11	Farmington	12	16	28	3
12	Franklin	32	42	74	7
13	Gilford	8	13	21	2
14	Goffstown	11	30	41	7
15	Gorham	16	27	43	3
16	Hampton	12	27	39	5
17	Hanover	33	77	110	4
18	Haverhill	31	43	74	3
19	Hillsborough	8	18	26	2
20	Hinsdale	16	38	54	2
21	Hookset	4	6	10	3
22	Hopkinton	10	25	35	2
23	Hudson	11	15	26	6
24	Jaffrey	17	47	64	3
25	Lancaster	15	32	47	3

Library Number	City or Town	(1) Book Collection (000)	(2) Annual Circulation (000)	(3) User Index (1 + 2) (000)	(4) Population (000)
26	Lebanon	23	52	75	9
27	Littleton	16	35	51	5
28	Londonderry	4	12	16	2
29	Meredith	12	30	42	2
30	Merrimack	13	19	32	3
31	Milford	26	57	83	5
32	Newmarket	13	11	24	3
33	Newport	15	39	54	5
34	Northumberland	14	4	18	3
35	Pelham	9	24	33	3
36	Pembroke	4	10	14	4
37	Peterborough	37	39	76	3
38	Pittsfield	11	13	24	2
39	Plaistow	9	22	31	3
40	Plymouth	8	21	29	2
41	Rye	19	28	47	3
42	Salem	14	49	63	9
43	Seabrook	4	1	5	2
44	Somersworth	26	28	54	9
45	Swanzey	20	12	32	4
46	Tilton & Northfield	5	11	16	4
47	Walpole	25	14	39	3
48	Wilton	11	24	35	2
49	Winchester	17	25	42	2
50	Wolfeboro	17	33	50	3
TOWNS UNDER 2,000 POPULATION					
1	Acworth		4	4	0.4
2	Alexandria	5	2	7	0.4
3	Allenstown	4	8	12	2
4	Alstead	9	13	22	0.8
5	Alton	7	8	15	1
6	Andover	11	12	23	1
7	Antrim	11	12	23	1
8	Ashland	7	7	14	1
9	Atkinson	6	6	12	1
10	Auburn		3	3	1
11	Barnstead	4	2	6	0.9
12	Barrington	3	7	10	1
13	Bartlett	4	6	10	1
14	Bath	12	6	18	0.6
15	Belmont	5	13	18	2
16	Bennington	5		5	0.6
17	Bethlehem	8	7	15	0.9
18	Bow	12	29	41	1
19	Bradford	5	8	13	0.5
20	Brentwood	3	3	6	1

Library Number	City or Town	(1) Book Collection (000)	(2) Annual Circulation (000)	(3) User Index (1 + 2) (000)	(4) Population (000)
21	Bridgewater	1	2	3	0.3
22	Bristol	8	16	24	1
23	Brookfield (served by Wakefield Library)				0.1
24	Brookline	3	6	9	0.8
25	Campton	3	1	4	1
26	Canaan	18	8	26	2
27	Candia	5	9	14	1
28	Canterbury	10	8	18	0.7
29	Carroll	1	1	2	0.3
30	Center Harbor	6	10	16	0.5
31	Chester	5	9	14	1
32	Chesterfield	6	8	14	1
33	Chichester	2	6	8	0.8
34	Clarksville	1	1	2	0.2
35	Cornish				1
36	Croydon	3	2	5	0.3
37	Dalton	1	2	3	0.6
38	Danbury	2	2	4	0.4
39	Danville	4	2	6	0.6
40	Deerfield	6	3	9	0.7
41	Deering		1	1	0.3
42	Dublin		7	7	0.7
43	Dummer	2	1	3	0.2
44	Dunbarton	5	6	11	0.6
45	East Kingston	2	1	3	0.6
46	Easton	4	1	5	0.1
47	Effingham	7	3	10	0.3
48	Enfield	5	4	9	2
49	Epsom	4	6	10	1
50	Errol	3	2	5	0.2
51	Fitzwilliam		6	6	1
52	Francestown	7	9	16	0.5
53	Franconia	8	5	13	0.5
54	Freedom		1	1	0.4
55	Fremont		2	2	0.8
56	Gilmanton	10	2	12	0.7
57	Gilsum	6	3	9	0.5
58	Goshen	4	6	10	0.4
59	Grafton	6	3	9	0.3
60	Grantham	4	1	5	0.3
61	Greenfield	5	4	9	0.5
62	Greenland	6	6	12	1
63	Greenville	9	14	23	1
64	Groton	2	1	3	0.1
65	Hampstead	5	5	10	1
66	Hampton Falls	7	7	14	0.9
67	Hancock	10	9	19	0.7
68	Harrisville	3		3	0.5

Number	City or Town	(1) Book Collection (000)	(2) Annual Circulation (000)	(3) User Index (1 + 2) (000)	(4) Population (000)
69	Hebron	5		5	0.2
70	Henniker	11	23	34	1
71	Hill	11	3	14	0.4
72	Holderness		4	4	0.7
73	Hollis	26	8	34	2
74	Jackson	3	2	5	0.3
75	Jefferson	3	2	5	0.6
76	Kensington	4	8	12	0.7
77	Kingston	9	12	21	2
78	Langdon	1	2	3	0.3
79	Lee	1	1	2	1
80	Lempster				0.3
81	Lincoln	5	7	12	1
82	Lisbon	7	14	21	1
83	Litchfield	7	2	9	0.7
84	Loudon	5	5	10	1
85	Lyman	2	1	3	0.2
86	Lyme	8	12	20	1
87	Lyndeboro	4	2	6	0.6
88	Madison	5	4	9	0.4
89	Marlborough	8	10	18	2
90	Marlow	5	3	8	0.4
91	Mason	6	4	10	0.3
92	Milan	2	1	3	0.7
93	Milton	9	15	24	1
94	Monroe	11	8	19	0.4
95	Mont Vernon	7	6	13	0.6
96	Moultonborough	7	14	21	0.8
97	Nelson	3	1	4	0.2
98	New Boston	6	7	13	1
99	Newbury	4	4	8	0.3
100	New Castle	4	5	9	0.8
101	New Durham	1	1	2	0.5
102	Newfields		5	5	0.7
103	New Hampton	23	31	54	0.9
104	Newington	12	6	18	0.4
105	New Ipswich	13	17	30	1
106	New London	22	19	41	1
107	Newton		7	7	1
108	North Hampton	10	22	32	2
109	Northwood	15	15	30	1
110	Nottingham	3	9	12	0.6
111	Orange	2	1	3	0.1
112	Orford	12	7	19	0.7
113	Ossipee	16	13	29	1
114	Piermont		14	14	0.5
115	Pittsburg	2	1	3	0.6
116	Plainfield	14	6	20	1

Library Number	City or Town	(1) Book Collection (000)	(2) Annual Circulation (000)	(3) User Index (1 + 2) (000)	(4) Population (000)
117	Randolph	2	1	3	0.1
118	Raymond	4	4	8	2
119	Richmond	6	3	9	0.3
120	Rindge	8	7	15	1
121	Rumney	7	5	12	0.8
122	Salisbury	1	1	2	0.4
123	Sanbornton	4	14	18	0.9
124	Sandown	2	3	5	0.4
125	Sandwich	5	9	14	0.6
126	Shelburne	3	1	4	0.2
127	South Hampton	4	7	11	0.4
128	Springfield	3	2	5	0.3
129	Stark	3	2	5	0.3
130	Stewartstown	3	2	5	1
131	Stoddard	2	1	3	0.1
132	Strafford				0.7
133	Stratford	3	2	5	1
134	Stratham	3	4	7	1
135	Sugar Hill	4	1	5	0.3
136	Sullivan	2	1	3	0.3
137	Sunapee	7	6	13	1
138	Surry	7	2	9	0.4
139	Sutton	5	4	9	0.5
140	Tamworth	12	5	17	1
141	Temple	8	3	11	0.4
142	Thornton	2	1	3	0.5
143	Troy	10	6	16	1
144	Tuftonboro	3	1	4	0.7
145	Unity	1	1	2	0.7
146	Wakefield	16	12	28	1
147	Warner	11	11	22	1
148	Warren	9	10	19	0.5
149	Washington	3	4	7	0.2
150	Waterville	1		1	0.1
151	Weare	9	7	16	1
152	Webster	5	2	7	0.5
153	Wentworth	4	4	8	0.3
154	Westmoreland	8	6	14	0.9
155	Whitefield	9	8	17	2
156	Wilmot	4	2	6	0.4
157	Windham	6	5	11	1
158	Woodstock	5	6	11	0.8
218	Total	2,475	4,074	6,549	578.4

College and University Libraries

College/University	(1) Book Collection (000)	(2) Annual Circulation (000)	(3) User Index (1 + 2) (000)	(4) Community
Belknap	13	3	16	Center Harbor
Canaan	10	4	14	Canaan
Colby Junior	35		35	New London
Dartmouth	924	300	1,224	Hanover
Franconia	14		14	Franconia
Franklin Pierce	11	18	29	Rindge
Keene State	48	60	108	Keene
Mount St. Mary	26	7	33	Hooksett
Nathaniel Hawthorne				Antrim
New England	22	19	41	Henniker
N. H. College of Accounting and Commerce	6	9	15	Manchester
N. H. Technical Institute	3	8	11	Concord
N. H. Vocational Institute				Portsmouth
N. H. Vocational Institute				Manchester
Notre Dame	14		14	Manchester
Plymouth State	35	45	80	Plymouth
Queen of Peace Mission Seminary	8		8	Jaffrey Center
Rivier	55	17	72	Nashua
St. Anselm's	69	16	85	Manchester
St. Anthony Seminary	23		23	Hudson
University of New Hampshire	420	200	620	Durham
Total	1,736	706	2,442	

APPENDIX B

LIBRARIES INTERVIEWED FOR THE ADL STUDY

Librarian	Institution	Location
Mrs. Germaine Thompson	Berlin Public Library	Berlin
Mrs. William Cady	Canaan Town Library	Canaan
Mr. George Horvath	Fiske Free Library	Claremont
Mrs. Robert Vancore	Colebrook Public Library	Colebrook
Mrs. Lois Markey	Concord Public Library	Concord
Mrs. Ethel G. Towle	Conway Public Library	Conway
Mrs. Dorothy Martin	Philbrick-James Library	Deerfield
Mrs. Norman Ashton	Derry Public Library	Derry
Miss Mildred E. Morrison	Dover Public Library	Dover
Mrs. Rodney Grover	Errol Town Library	Errol
Mrs. James Pirnie	Exeter Public Library	Exeter
Mrs. Metta D. Bennett	Groveton Public Library	Groveton
Mrs. David T. Eckels	Howe Memorial Library	Hanover
Mrs. Frank Morgan	Fuller Free Library	Hillsboro
Miss Kay Fox	Keene Public Library	Keene
Mrs. Merton Cotton	Laconia Public Library	Laconia
Mrs. Leora B. Coe	Lebanon Public Library	Lebanon
Mrs. Ralph Riley	Littleton Public Library	Littleton
Mr. John J. Hallahan	Manchester City Library	Manchester
Miss Alice E. Ames	Wadleigh Memorial Library	Milford
Mr. Joseph G. Sakey	Nashua Public Library	Nashua
Mrs. Scott F. Taylor	Peterborough Town Library	Peterborough
Mrs. Ralph Van Horn	Carpenter Public Library	Pittsfield
Miss Dorothy M. Vaughan	Portsmouth Public Library	Portsmouth
Miss M. Felice Baril	Rochester Public Library	Rochester
Mrs. Walter Forbes	Samuel H. Wentworth Library	Sandwich
Miss Jessie M. Graves	Bridge Memorial Library	Walpole
Mrs. Ruth Tilson	Webster Memorial Library	Wentworth
Mrs. W. Fred Tuttle	Wolfeboro-Brewster Memorial Library	Wolfeboro
Mrs. James Leonard	Woodsville Free Public Library	Woodsville
Mr. J. Alden Manley	St. Paul's School	Concord
Mr. Rodney Armstrong	Davis Library, Phillips-Exeter	Exeter

Librarian	Institution	Location
Librarian	Henniker High School	Henniker
Librarian	Fall Mountain Regional High	Langdon
Librarian	Memorial High School	Manchester
Librarian	Timberlane Regional High School	Plaistow
Miss Marian C. Stucker	Tilton School	Tilton
Mr. Donald Vincent	U. of New Hampshire Library	Durham
Miss Adelaide Lockhart	Dartmouth College Library	Hanover
Mr. Stevens W. Hilyard	New England College Library	Henniker
Mr. Christopher Barnes	Keene State College	Keene
Rev. Jerome Dee, O.S.B.	Geisel Library, St. Anselm's	Manchester
Sister Albina-Marie	Regina Library, Rivier College	Nashua
Miss Frances Meals	Colby Junior College Library	New London
Miss Janice Gallinger	Plymouth State College	Plymouth
Mrs. Gretchen Tobey	N. H. Historical Society	Concord
Librarian	Crotched Mountain Rehabilitation Center	Greenfield
Librarian	Sanders Associates	Nashua
Miss Eileen Dixey	New Hampshire Hospital	Concord
Mr. John H. Farnum	State Prison	Concord
Dr. Francis J. Kasheta	Glencliff Sanatorium	Glencliff
Mr. Arthur E. Toll	Laconia State School	Laconia
Mr. Michael Morello	Industrial School	Manchester
Commandant Donald J. Welch	New Hampshire Soldiers' Home	Tilton

APPENDIX C

FUNDS POTENTIALLY AVAILABLE TO NEW HAMPSHIRE UNDER TITLES III, IV-A, AND IV-B

The total Library Funds potentially available to New Hampshire under Titles III, IV-A, and IV-B are as follows:

TABLE C-1

SUMMARY OF FUNDS AVAILABLE TO NEW HAMPSHIRE, AND MATCHING FUNDS REQUIRED, UNDER TITLES III, IV-A, AND IV-B

	1967	1968	1969	1970	1971
Title III					
Federal Funds	50,000	58,450	66,900	75,350	83,800
NH Funds Required	0	58,450	66,900	75,350	83,800
Total	*50,000*	*116,900*	133,800	150,700	167,600
Title IV-A					
Federal Funds	50,000	58,450	66,900	75,350	83,800
NH Funds Required	0	51,960	59,480	66,990	74,500
Total	50,000	110,410	126,380	142,340	158,300
Title IV-B					
Federal Funds	30,850	34,230	37,610	40,990	44,370
NH Funds Required	0	30,430	33,440	36,440	39,450
Total	30,850	64,660	71,050	77,430	83,820
Grand Total					
Federal Funds	130,850	151,130	171,410	191,690	211,970
NH Funds Required	0	140,840	159,820	178,780	197,720
Total	130,850	291,970	331,230	370,470	409,720

Figures are derived from Library Services and Construction Act, as amended by Library Services and Construction Act Amendments of 1966, Public Law 89-511, approved July 19, 1966.

The level of federal funding eacy year will depend on the amount Congress appropriates. Some of the state funds indicated as required are already being provided or are available "in kind."

TABLE C-2

AUTHORIZED FUNDING: TITLE III, LIBRARY COOPERATION[1]

	1967	1968	1969	1970	1971
Total Funds	5,000,000	7,500,000	10,000,000	12,500,000	15,000,000
Flat Allotment	2,040,000	2,040,000	2,040,000	2,040,000	2,040,000
Allotment by Population	2,960,000	5,460,000	7,960,000	10,460,000	12,960,000
NH Allotment by Population	10,000	18,450	26,900	35,350	43,800
Flat Allotment to NH	40,000	40,000	40,000	40,000	40,000
Total Federal Allotment to NH	50,000	58,450	66,900	75,350	83,800
NH Funds to Match	0	58,450	66,900	75,350	83,800
Total Available Funds for NH	50,000	116,900	133,800	150,700	167,600

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1. New Hampshire Population 1960: 606,921 = .338% of total U.S. population.

TABLE C-3

AUTHORIZED FUNDING: TITLE IV-A, SERVICE TO INSTITUTIONS[1]

	1967	1968	1969	1970	1971
Total Allotment	5,000,000	7,500,000	10,000,000	12,500,000	15,000,000
Flat Allotment	2,040,000	2,040,000	2,040,000	2,040,000	2,040,000
Allotment by Population	2,960,000	5,460,000	7,960,000	10,460,000	12,960,000
NH Allotment by Population	10,000	18,450	26,900	35,350	43,800
NH Flat Allotment	40,000	40,000	40,000	40,000	40,000
Federal Allotment to NH	50,000	58,450	66,900	75,350	83,800
NH Funds to Match[2]	0	51,960	59,475	66,985	74,500
Total Available Funds for NH	50,000	110,410	126,375	142,335	158,300

1. New Hampshire Population 1960: 606,921 = .338% of total U.S. population.

2. New Hampshire must pay 47.07% of total expenditure, for Federal Government to pay remaining 52.93%.

TABLE C-4

AUTHORIZED FUNDING: TITLE IV-B, SERVICE TO THE HANDICAPPED[1]

	1967	1968	1969	1970	1971
Total Funds	3,000,000	4,000,000	5,000,000	6,000,000	7,000,000
Flat Allotment	1,270,000	1,270,000	1,270,000	1,270,000	1,270,000
Allotment by Population	1,730,000	2,730,000	3,730,000	4,730,000	5,730,000
NH Allotment by Population	5,850	9,230	12,610	15,990	19,370
NH Flat Allotment	25,000	25,000	25,000	25,000	25,000
Total Federal Allotment for NH	30,850	34,230	37,610	40,990	44,370
NH Funds to Match[2]	0	30,430	33,435	36,440	39,445
Total Available Funds for NH	30,850	64,660	71,045	77,430	83,815

1. New Hampshire Population 1960: 606,921 = .338% total U.S. population.
2. New Hampshire must pay 47.07% of total expenditure, for Federal Government to pay remaining 52.93%.

ADDENDA

to

A PLAN FOR LIBRARY COOPERATION IN NEW HAMPSHIRE

Mr. Emil Allen, State Librarian
New Hampshire State Library
20 Park Street
Concord, New Hampshire 03301

Dear Mr. Allen:

This is an addenda to our Library Cooperation study which you have already received. It is presented in this form because it deals with the details of a service to which we ascribe modest importance in the report. The inclusion of this data would tend to dwarf the rest of the report and place undue significance on these services as related to others recommended in the report. This form also allows us greater freedom in exploring alternatives, each of which has a different cost configuration.

CENTRALIZED PROCESSING

PLAN I

A conventional approach to centralized processing would be to develop a computer system design, arrange to have it programmed, and then commence to:

1. Order books for participating libraries,
2. Receive the books and approve invoices,
3. Provide catalog cards for each book received,
4. Process the books,
5. Ship the books to the ordering library, covered by a packing slip,
6. Bill the libraries for items received, and
7. Maintain on-order files, accounts receivable files, and report on the status of unfilled orders.

A service of this sort, offered from one center with a potential of approximately 400,000 volumes, would require the following:

Space - 10,000 sq. ft. of floor space, preferably rectangular in shape, with a loading platform at the rear. Approximately 20% of the space should be allocated to closed-in offices. Foot candles, at an approximate level of 70, would be necessary. We would expect that the computer operation would, by and large, be conducted at the State Computer Center, with the possibility of a "slave unit" operating at the processing center.

Staff - For a fully developed operation (400,000 volumes annually), the following staff would be required:

- Director
  - Secretary
- Cataloger
  - Cataloger
  - Senior Library Clerk
  - Senior Library Clerk
  - Senior Library Clerk
  - Clerk-Typist
  - Clerk-Typist
- Business Manager
  - Senior Library Clerk
- Senior Library Clerk (Orders)
  - Clerk-Typist
- Senior Library Clerk (Receiving)
  - Clerk-Typist
- Senior Library Clerk (Processing)
  - Clerk-Typist
- Tab Operator
  - Keypunch Operator
  - Keypunch Operator
  - Keypunch Operator
- Driver
- Laborer
  - Laborer
- Offset Machine Operator
- Part-Time Help

Total Staff: 25 persons, plus part-time help (approximately 8 full-time equivalents).

Budget - Total cost of personnel under this plan	$175,000
Supplies	80,000
Other expenses	60,000
Total Operating Expenses (approx.)	$300,000*

*This figure does not include:

a) the cost of operating the computer. If the State Computer Center will offer time free of charge, an allocation for this purpose is not necessary; if not, add $25,000 for computer charges.

b) a system design and programming. These would be one-time charges, unless the State Center will provide this service free of charge. The one-time charge could run as high as $100,000 for developing the complete system design and programming.

c) rent. This might cost $2 per sq. ft.

d) telephone charges. This may be covered by the State's telephone contract.

e) one-time capital budget of $30,000 to equip the new operation.

The cost of operation should be partially defrayed by the State during the first year. After that, charges for the service could be passed on to the consumer and the Center could be self-supporting. First year operating costs would run from $150,000 to $200,000. It will take three years to become fully operational, but the second and third years should pay their own way.

Original cataloging should be held to a minimum and MARC II tapes used to provide cataloging information. The Library of Congress hopes to be off the pilot basis by the Spring of 1968, expecting to produce almost 2,000 magnetic tape catalog records per week. This will include 100% of the current American, English and German titles. The schedule calls for tapes to be ready well before catalog cards and probably at about the time the proof slips are ready. Distribution will be through a service bureau, and the cost of the tapes will apparently be negligible. It may be that the tapes will be non-returnable, but this shouldn't be of real import to you. The average record length is about 500 characters, including table and non-content data. The actual data averages about 350 characters.

We do not recommend that you proceed with implementation of any form of centralized ordering, cataloging, and processing operation until MARC tapes are fully operational.

The program described above would absorb your current cataloging and bookkeeping functions, resulting in either a saving to the State Library of these costs or a reduction in the cost of the whole processing program, depending on bookkeeping procedures.

PLAN II

Your current processing service to public libraries in the State includes paying bills, maintaining bookkeeping records for each participating library indicating funds expended for books, and providing libraries with a set of catalog cards. Included also is an ordering and cataloging program for the State Library's own materials.

With the availability of MARC tapes, it will be possible to maintain essentially the same service, bypassing the superstructure required in the conventional approach to processing (Plan I), yet availing yourself of many of the advantages of mechanization which seem to exist.

Under this plan, the State Library would purchase MARC tapes, placing them into the State computer facility. It will undoubtedly be necessary to purchase the entire annual output, but this should not prove to be an undue burden. Under the plan, each library would order its own material, in a manner similar to the existing situation. Files on magnetic tape or disc would be searched at the State Computer Center and a set of catalog cards would then be printed. Sheets of three-part, pressure-sensitive labels would also be printed: one for the spine of the book, one for the book pocket, and one for the book card. A packet of cards and labels would be shipped to each library, and the books processed by each library when they are received. With some special system design work, catalog cards could be useful to colleges, universities, and public libraries, regardless of classification requirements based on the size and type of the collection.

In addition, if this alternative is pursued, we recommend that computerization of the bookkeeping aspect of the operation be considered. It would seem to be a routinebusiness function for which standard computer system designs are available. The State Computer Center may very well have an adaptable program because of its responsibilities for various forms of accounting. If the workload increases, as seems likely, the hand-operated bookkeeping operation will probably become a problem. Computerization of this program should allow for unlimited expansion.

Again, changes in existing staff would result, but they would be less drastic than under Plan I. Essentially the same group of individuals would be maintained.

The State should probably absorb the costs of this program as it does now, rather than incur bookkeeping costs involved in the transferring of funds. It is extremely difficult, using this approach, to begin to figure out the increased costs involved and the shifting of costs as well. We would estimate:

1. Supplies - increase of 7.5¢/volume.

2. Staff - Maintain existing staff with some change of duties, e.g., offset operator, typing masters and catalog cards; the offset operator's efforts could be channeled into the recommended publicity expansion, and typists could become operators of consoles.

3. At least one console unit should be added. It is possible that most of the keypunch machines would be replaced by console units, depending upon the decisions reached by the State Library.

RECOMMENDED PLAN

We recommend Plan II. If, after offering the service, you prefer to move to Plan I, the more conventional processing unit, effort expended on this approach would not be wasted. Plan II would then become the first step, and Plan I could be added to it as a need for the larger plan developed. This would also allow for a minimum of staff disruption, and enable you to convert to the computer with a higher degree of safety and with a smaller outlay of capital. It would further find appeal, we believe, with the smaller colleges and universities.

In the body of our report we made mention of cooperation, in regard to processing, with the Vermont Free Public Library Service. It should be pointed out that Vermont was mentioned only because they are reaching a development level at which decisions of this very type will soon have to be made. Another state--Maine, for example--may well be interested in a cooperative venture. We recommend exploring these possibilities. It would be a relatively easy task under the recommended plan to expand the service to at least one other state, thereby defraying costs and assisting the other agency as well.

UNION CATALOG

Whichever plan is adopted, we believe that the effort expended in the preparation of catalog cards from MARC tapes can serve a dual purpose by providing a computerized union catalog with information concerning the ordering library, as well as bibliographic data. A large part of the present input to the union catalog could be captured in this manner. Items for which catalog cards have not been requested would have to be obtained in card form from the libraries in question, searched on MARC tape, and transferred over to the union catalog. If MARC tapes do not turn up the required information, traditional methods, such as keypunching, may be employed.

Holdings of the State Library and most other material listed in the union catalog should certainly be placed on the computerized union catalog. The problem of coping with future holdings has been covered in the body of the report and possible solutions offered. We recommend there a possible means of adding to the file back material in the union catalog. This approach calls for five keypunching or console operator positions. This should provide the capability of adding 75,000 back titles per year which can be withdrawn from the existing union catalog. The card file and the computerized file would both be operational for three of four years, with the card file phasing out and the computerized file continuing to become stronger. Titles which appear to be unsound should be bypassed until the end of the project. At that time, a one-time charge of $40-50,000 should be provided in order to conduct searches to produce accurate information for entry in the computer. The card file would then be discarded.

If the State Computer Center can supplant the Boston service bureau collection agency referred to in the main report, so much the better. We think it unlikely at the outset, however. Operational costs are covered in the full implementation budget, but system design and programming costs are not.

Let us temper this approach to the back files with a second possibility. Current acquisitions would be added as already described. Back titles which are current acquisitions would also be added. This would entail a clerical operation, checking back files of bibliographic data, because this material would not be included on MARC tapes at this time. The card files of the union catalog would not be added to; either no attempt would be made for three years to place these files on tape, or a cooperative effort with other states and state agencies could be explored. Several agencies are placing their back files on tape, and since they will generally be using the MARC format, it would follow that duplicate files could be made for a fee. There is every likelihood that the bulk of the input required to place your back file on tape could be obtained in this fashion.

Another possibility (after stripping existing tapes, purchased as recommended) is to divide the alphabet with another state and obtain information for remaining items in the union catalog by preparing input by console or keypunching, and placing information on magnetic tape. The tapes for your half of the alphabet would then be duplicated and the copy exchanged with the reciprocating state, thereby covering the whole alphabet and most of the items involved.

The rate of duplication of recorded material in states of comparable size, both possessing union catalogs, should be substanital. This possibility should be fully explored. Since the MARC tapes will undoubtedly be the input source around which most future files will be built, it should be reasonable to expect some compatability in system design among neighboring states.

We feel that all of these possibilities should be considered and your decision based on the state of the art at the time you wish to proceed. For the present, we recommend coping with current acquisitions for three years under the full implementation budget, purchasing duplicate copies of compatible tape files created elsewhere where possible, and working out a cooperative venture later on for items still remaining in the card-file union catalog. The five persons listed in the budget as keypunch operators will be required in one capacity or another, depending on which route or combination of suggested routes you choose to pursue. The course recommended is innovative, realistic, and should allow you to use the conventional plan suggested in the report if you decide that time is essential. The cost should be minimal.

INTERLIBRARY LOAN

If interlibrary loan increases sharply, as we believe it will, it will become necessary to utilize the services of the computer, treating interloan as a circulation control system. Unlike most states, we feel that the New Hampshire State Library should maintain control over the mechanics of the interloan transaction. The State Library, in effect, is a system headquarters, the only "system" on New Hampshire. If a full delivery network evolves, control of the network will be relatively easy to maintain. The State Library, by receiving all requests for interloan, would create a file which would include the number of the requesting library, identity of the book, and the date of the request. When the request was filled, the date filled and the number of the loaning library would be added. As books were returned, bypassing the State Library as we suggest (particularly if a delivery network is in operation), the loaning library would send the transaction card to the State Library, thus shifting the transaction to a dead file. Later on, the dead file should provide a very valuable source of use statistics. For that reason, care should be exercised in designing the program to cope with all desired types of user information. The system design here is not a particularly unique one, with the excellent possibility existing that a major computer company may have it available for sale as a shelf item at a relatively low cost.

CONCLUSION

In this addenda, we are making recommendations that will create many changes. We believe that new demands will soon be placed on the State Library and that new methods and techniques will be required to effectively cope with them. Let us make clear that the proposals we offer here are prompted by these probabilities, not because of any ineptness on the part of existing staff or weakness in existing programs. The State Library operation enjoys a fine reputation throughout New Hampshire, and deservingly so. It is in the spirit of offering constructive assistance, not critical evaluation, that this report is submitted.